



de pooter

USP's established for De Pooter to achieve competitive advantage, a competitive analysis

Student: Nina Bolleurs
Course: Research justification
Study course: IBL 4
Student number: 75581
Company: De Pooter
Company coach: Pieter Jan Peene
Supervisor: Ethienne Veldhuis
Date: 06-06-2021

Executive summary

The following research justification report uses competitive analysis as a research method to find out which USP's (unique selling propositions) De Pooter can use to obtain a competitive advantage towards their candidates. The demand for a competitive overview was first established after De Pooter changed their services. With this change they entered a more specialised and niche market. These types of markets demand more insight to be able to compete sustainably. To answer the main question, 4 sub questions were established. These sub questions were derived from information gaps.

- 1) What does De Pooters target market and competitive market look like?
- 2) What are the strengths and weaknesses of De Pooter and of their direct competitors?
- 3) What do the candidates in De Pooters target group look for in an employment/secondment agency?
- 4) Which USP's can De Pooter use as competitive advantage towards their candidates?

There were 3 main research groups to be analysed namely, De pooter (internal), The competitive market and target market (external). After having analysed and compared the information from these groups, 6 USP's were established. These 6 USP's were based on information such as the interests and behaviour of the candidates, the services and existing USP's of the competition and the internal strengths and weaknesses of De Pooter.

The first two questions made use of desk research and gave more information about the target market such as who the targeted candidates are, where we can find them and how they can be described. Additionally, they also offered an overview of the competitive market on macro and micro level. These two questions served as a basis for the rest of the report since the competitors that were established in the competitive overview were used for the analysis in the last two research questions. Questions 3 and 4 were answered using field research. For this field research a combination of a Survey and an interview in the form of a focus group were used. With the information derived from these field research methods we were able to dive deeper into the buying behaviour, motivation, and perceptions about employment agencies from our current candidates and prospective candidates. The target and competitive market overviews were combined and compared with the candidate's personal input from the field research and used to establish the USP's that De Pooter can use to gain a competitive advantage.

The main learning points from the research were that the bigger competitors in the employment agency Branch were not immediately the biggest threat. This is because they serve a much bigger market and are therefore less specialised, while specialisation in the field is very much appreciated by the candidates. The smaller and more specialised companies were therefore a much bigger form of direct competition. They target the same customers, in the same sector and often have similar approaches or selling techniques. This made it seem like a difficult task to find points of differentiation for De Pooter. However, after analysing the psychographic and demographic variables of the competitors and the preferences of de Pooters candidates, several USP's were established that will still allow a competitive advantage. Additionally, the field research showed us that most of the candidates saw the large offer of vacancies, the expertise of the market and the diversity in work activities that De Pooter offers as the biggest advantages in their services. These factors were also taken into consideration for the establishments of the USP's since they really show what De Pooter can use to stand out from the competition.

Table of Contents

Terminology.....	1
1. PRELIMINARY RESEARCH.....	2
1.1 Company and product developments.....	2
1.2 Problem analysis.....	3
1.3 Information gaps	3
1.4 Research questions.....	4
1.4.1 Problem solutions.....	4
1.5 Project aim.....	5
1.5.1. Research aim.....	5
1.5.2. Strategic aim	5
2. RESEARCH APPROACH	5
2.1. Research approach per sub-question.....	5
2.2. Operational table	7
3. RESULTS.....	7
3.1. what does our target market and competitive market look like?	7
3.1.1. The target markets.....	7
3.1.2. The competitive market.....	8
3.2. What are the strengths and weaknesses of De Pooter and of their direct competitors?	9
3.3. What do the candidates in De Pooter's target group look for in an employment/secondment agency?.....	10
3.4. How can we connect the needs of candidates to USP's?.....	10
4. Conclusion	12
5. Recommendations.....	13
References.....	15
Appendices	1
Appendix 1: Operationalisation table	1
Appendix 2 Current active candidate overview	3
Appendix 3 Google Trends	4
Appendix 4 Competitive environment (5 forces).....	5
Appendix 5.1 Competitive overview demographics CPM.....	6
Appendix 5.2 Competitive overview psychographic CPM.....	8
Appendix 6 Weight score reasoning.....	12
Appendix 7 Score chart of CPM.....	13
Appendix 8 SWOT.....	14

Appendix 9 Confrontation matrix.....	17
Appendix 10 Analysis of SWOT and confrontation matrix	18
Appendix 11 Focus group transcription summary	19
Appendix 12 Survey results	21

Terminology

Partner: The term partner applies in this report to the customers of De Pooter that use their services to help them to find new employees or use De Pooters secondment services. Or any other services that the Pooter can help them within the services provided. It can also apply to the companies that De Pooter approaches with their sales activities. (B2B)

Candidate: The term candidate applies in this report to the employees that are looking for a job in the industrial/logistic sector that De Pooter is active in. they are either approached by De Pooter to fulfil the vacancy of one of their partners or they approach De Pooter to help them find a job. The candidate used to execute the research refers solemnly to technical employees/candidate looking for a job in our focus regions.

Employer branding: “Employer branding is the market perception of what it's like to work for an organization. In other words, it is the image that your prospective, current, and past employees have in their minds about the employment experience at your company. This includes characteristics like the organization’s *company culture*, work environment, employee benefits, and *employee value proposition*.” (Recruiting , 2021)

USPs: “A unique selling proposition/point, more commonly referred to as a USP, is the one thing that makes your business better than the competition. It’s a specific benefit that makes your business stand out when compared to other businesses in your market.” (Kumar, 2021)

KSF: “Key success factors (also known as competitive emphasis or strategic posture) state the important elements required for a company to compete in its target markets. In effect, it articulates what the company must do, and do well, to achieve the goals outlined in its strategic plan. Examples would include agility, reliability, diversity and emotional connection with clients” (BDC, sd)

Secondment: “A secondment is an arrangement whereby an employee is temporary assigned to work for another company or organisation. This may be a different employer within the group or a separate employer, such as a client or customer” (Simplydocs, 2016)

Triangulation in research: “Triangulation refers to the use of multiple methods or data sources to develop a comprehensive understanding of phenomena, Triangulation also has been viewed as a research strategy to test validity through the convergence of information from different sources.”

1. PRELIMINARY RESEARCH

1.1 Company and product developments

De Pooter was first established 70 years ago, they started off as a small family business active in the recruitment branch in Zeeuws-Flanders. With years of experience in this region they have created a high level of brand awareness here. After that they expanded their focus region to other parts of Zeeland. Approximately 3 years ago they also opened an office in Brabant and started operating in this region as well. (De Pooter, 2019). De Pooter currently has over 20 employees active in varying departments such as sales, recruitment, and marketing. (de Pooter, 2021). They have a flat hierarchy with short communication lines, and they uphold personal relationships with all their customers and candidates. (De Pooter, 2019). While most intakes and other recruitment activities are online nowadays due to the Corona regulations, they will be accessible again soon for physical meetings with their clients in one of their three physical locations, in Axel, Middelburg and Bergen op Zoom. (De Pooter, 2019). The location in Axel is conveniently located near some of their biggest customers such as Dow, Trinseo and Yara, this allows easy and fast company visits and direct communication. (Voorde, 2019).

In 2019 De Pooter decided to change their services. With this change they slowly started to move away from their recruitment and selection services and started focussing much more on secondment. "With this change we are no longer profiling ourselves as a recruitment agency or middleman, but as an employer". (De Pooter, 2019). However, since they are still transferring to this new position of the market, they will still have some recruitment activities for the upcoming few years. Not only did they change their services, but also the sectors that they are offering these services to. Before the change they catered to a much broader variety in sectors (administration, healthcare & construction), but after the change they narrowed down their sectors to the logistics and technical sectors in the food, production, and process industry. This made them a specialised agency. Specialised agencies have a higher level of expertise and connections. Moreover, specialisation helps them differentiate in the market. They will no longer offer all kinds of services to just anyone but have a fixed position in a specific market. (Nagler, 2018)

As a secondment/temporary agency De Pooter helps people to find their dream job while simultaneously helping their customers by finding the perfect employees. When they get a request from a customer to help them find a new employee, they start by evaluating the candidates in their talent pool, to see if they already have a candidate in their database that fits the requirements. If they find the candidate in their talent pool, they plan a meeting with the candidate to discuss the job opportunity, after that the candidate is introduced to the customer. If there are no suitable candidates in the database, they will have to recruit a new candidate. To recruit this new candidate the recruiters start searching for people open to work, and in possession of the correct profile. At the same time the marketing department sets out a campaign to promote the vacancy to increase the reach. When a selection of candidates has been established De Pooter will invite them for an intake interview to decide if they are fit for the job. After that they are introduced to the customer who makes the final decision. Another possibility is that a candidate approaches De Pooter to help them find a job. After that they are invited for an intake interview so that De Pooter can create the candidate's profile and help them find a job at one of their customers locations (De Pooter, 2019). The placement of an employee can either be on recruitment and selection basis or on secondment basis/temporary placement basis. In the case of a recruitment basis placement De Pooter helps the employer to search and select an employee, after the employer decides to hire the employee, De Pooter has completed their job and they will step back. After this they have no further involvement with the candidate. In the case of a secondment basis placement, the candidate is under contract of De Pooter, but works at one of De Pooter's customers for a short period of time (max. a few years) (Simplydocs, 2016).

1.2 Problem analysis

Knowing your competition is extremely important, especially when you are operating in a specialised field. Knowing what the competition is offering, to who and how helps you to formulate USP's and strategies for your own company (Info entrepreneurs, sd). It allows you to adapt to changes on the environmental market or labour market (Deimler, 2011). USP's are essential to stand out from the competition. They show the candidate what value added benefits you can offer them, and it motivates them to choose you over the competition. (Kippenberger, 2000). The competition in the employment/secondment branch in the industrial sector is very tight. This is because the number of participants on the active labour market is shrinking. (Scarcity, Competition and Discrimination, 2006). While this supply is shrinking, the demand of the employment /secondment agencies for new employees is increasing. This leads to challenges in the selection of candidates and the ability to fill vacancies. The problem that De Pooter is facing right now is that they do not have an overview of their competitors and the market. This means that they are not able to create USP's that are based on the competing companies and the demand of their candidates. This limits them in their power to bind candidates to them and the differentiated themselves (Lu, 23). Since De Pooter lacks an overview of their competition, they do not only miss out on the opportunity to create efficient USP's, but they also blindside a lot of information about their candidates and the entire competitive environment. With more insight in these aspects, they can react to situation and trends much more fitting, and it allows them to create a sustainable candidate pool and therefore perform better. (Narver, 1994).

The problem first came to light after De Pooter made internal changes to the services that they offer to the candidate and customer. When they changed their initial services, the target market and competitive market also changed. Therefore, they noticed that they needed to revise their strategic approach concerning their competition and candidates. Moreover, they recently entered the market region of Brabant, and they are not entirely aware of the competition there yet. Brabant is much bigger than Zeeland and therefore has a more competitive market environment. To ensure a smooth transition of their services and a sustainable market position, more information regarding the competitors and the market is needed.

1.3 Information gaps

To find out which USP's De Pooter can use to create a competitive advantage towards their candidates it is necessary to know what kind of information they are missing right now. The information gaps were formulated with the existing knowledge of De Pooter. Additionally, the 6W questions (see below) were used to assure that all missing information was covered. (Curedale, 2013). Using these questions helped to find the source, reason, and people/services affected by this problem.

6W questions

- **What** information is missing to be able to formulate a competitive advantage?
The information currently missing is an overview of competitive market and more information on the targeted candidates.
- **Why** is it a problem that De Pooter does not possess the right information regarding their competitors? They need this information to create USP's that will help them ensure a sustainable competitive advantage in the niche and specialised market that they are in.
- **Who** does it affect that there is a lack of competitors' information?
It affects not only the candidates since they have a harder time to choose a recruitment agency due to the lack of differentiation, but it also affects employees of De Pooter such as people in

the sales, recruitment and marketing department who miss part of the differentiation that they can use to sell De Pooter's services to the candidates and customers.

- **When** did it become a problem that there is a lack of information about the competitors in the market? It first became a problem after De Pooter changed the focus of their sector and services.
- **Where** does this lacking information lead to problems? The lack of information leads to problems in the employment branding, image, and storytelling that De Pooter uses to sell their services. Therefore, it forms a problem in the communication towards the candidates.
- **How** did the problem of a lack of information arise? Since they are active in a niche and shrinking market, it became a problem due to the decrease of new candidates. To solve this problem, they need to find ways to attract these scarce candidates, and this is only possible if they can stand out with their USP's

After combining both information sources, the following information gaps were detected. **1)** What does our target market and the competitive market look like? **2)** What are the strengths and weaknesses of De Pooter and their direct competitors? **3)** What are the interests of our candidates when they are looking for a recruitment/secondment agency **4)** What are the needs of the candidates? After having decided what information was missing to be able to execute the research, the information gaps were used to create sub-questions that will help answer the main question. When these questions are answered it will be much easier for De Pooter to differentiate.

1.4 Research questions

Research question: Which USP's can De Pooter use to create a competitive advantage towards their candidates?

Sub questions

The following questions are derived from the information gaps earlier described. More information about the approach of the research questions will be further explained in chapter2. (Shona McCombes., 2020)

Sub question 1: what does our target market and competitive market look like?

Sub question 2: What are the strengths and weaknesses of De Pooter and of their direct competitors?

Sub question 3: What do the candidates in De Pooter's target group look for in an employment/secondment agency?

Sub question 4: How can we connect the needs of the candidates to USP's?

1.4.1 Problem solutions

The findings that will be derived from the research will solve the problem of a lack of information on De Pooter's target market and competitive market and will formulate their USP's that can be used to create a competitive advantage towards their candidates. The professional products will reinforce the research and will explain how De Pooter can use these USP's to their advantage to create a competitive advantage. The solutions will be presented in the form of an advisory report. Additionally, a competitor tracking template which will give De Pooter the opportunity to always keep track of changes in their competitive market and it will make it easier for them to react and adapt to these changes. These solutions can be linked to the management tool Marketing and sales.

1.5 Project aim

1.5.1. Research aim

This research will be executed by the means of a competitive analysis. Therefore, the objective/aim of this research is to use this competitive/market research to obtain more information about the competitive and target market which afterwards will show De Pooter which USP's they can use to obtain a competitive advantage. The aim is formulated with SMART research goals (Doran, 1981). The research is focussed on the **specific** problem mentioned above and a specific market, namely competitors who are active in the industry (food, production & process) in North-Brabant, and Zeeland. Additionally, the target is specified as candidates who are active/looking for a job in the mentioned sector and industry. The research executed will be **measurable** since the results derived from the field research can be used as a baseline measurement (Logsdon, 2020). This measurement can be used to compare the new results after implementation. The research will be **acceptable** since De Pooter has already shown their support for the changes during the transformation of their company and since they have initiated the research. The Research will be **realistic** since the information gaps will be able to be answered through the information gaps mentioned above. And the information will be able to be found through field and desk research on the target and competitive market. The research is **time-bound** since there is a deadline of 18 weeks to finish the report (Marra, 2017).

1.5.2. Strategic aim

There will be two professional products each with their own goal. However, they work best when used together. The first professional product is an advisory report on the implementations of the USP's established in this research justification report. The aim of this product is to advise De Pooter on the implementation of these USP's and help them to use these as efficient as possible in their strategies and communication. The second professional is a product in the form of a competition tracking template. This template uses the same tools used in this report to execute a competitive and target market analysis. The aim of this template is that De Pooter can use it to update their USP's depending on the changes in the market. Since the competitive market and target market change over time, they can easily add these changes to the template so that they will always have an overview of their competitive and target market.

The aims of these professional products were established using SMART goals (Doran, 1981). The professional products will be **specific** since they fulfil a specific need, namely that they help De Pooter find a way that they can implement their established USP's. They were created towards the earlier specified market and target group. The professional products will be **measurable** since it can be measured if the implementation of the advice and usage of the competitor tracker will lead to more effective implementation of their USP's and an increase in new candidates. The professional products created are **acceptable** since De Pooter has already proven to have interest in obtaining more information about their competitors and market. The professional products presented will be **realistic** because they are complementary to the research in this research report. Therefore, this report will already have proven realistic goals. The professional products are **time-bound** since there is a deadline of 18 weeks to finish these professional products.

2. RESEARCH APPROACH

2.1. Research approach per sub-question

Sub-question 1: what does our target market and competitive market look like?

The initial findings from this question will help De Pooter learn more about the competitive environment and target market. This research can be described as exploratory (Ivy Panda, 2020). It will not show any relations yet, it will only present information and identify variables based on existing research and results. The second part of this question will evaluate the market, candidates, and their variables more in-depth. This part of the question will use analysis and can therefore be seen as descriptive research (Shinn, 2019).

The data collected for this sub question will be executed using internal and external desk research. Desk research is most fitting for this research question since the goal of this question is to find existing information. This information will therefore give a general idea that can be used for further analysis with the field research (Travis, 2016). The internal data was collected from colleagues from the sales department (3). and later confirmed with external desk research. The data that was collected was then analysed using an existing matrix (CPM) (EPM, sd), therefore it provided proven valid analysis of the data. Since the data was analysed with desk research and later verified by the field research it was proven to be consistent and therefore reliable (Middleton, 2020).

Sub-question 2: What are the strengths and weaknesses of De Pooter and of their direct competitors?

The research executed for this question is descriptive since its analysis the relation between De Pooter and their competitors (Shinn, 2019). This sub-question was answered using desk research (Both intern and external). The combination of internal and external desk research will allow information to be gathered not only about the strengths and weaknesses of the competitors. But also, about the strengths and weaknesses of De Pooter. The internal research was executed among the employees of De Pooter (. The extern research was executed using the same desk research sources used in the previous question. The analysis that was established there was further evaluated to bring more depth to the research. The data will be reliable since it will be implemented external in multiple companies and internal. And it will be valid since it will build upon existing information. (Devin Pickell, 2019) (MaRS Startup , 2021) (MSG Managment study guide, 2021)

Sub-question 3: What do the candidates in De Pooter's target group look for in an employment/secondment agency? And Sub-question 4: How can we define the needs of the candidates

While question three and four are separate research questions, they do share similar research goals. Therefore, they both use the same quantitative and qualitative field research. This will be most fitting for these questions because it allowed to research the behaviour and interests of the current and new candidates. The nature of these research questions is exploratory since it was collected with a survey and interview (Ivy Panda, 2020). It will show us more about the positioning of De Pooter and what their candidates perceive as valuable in their services, this will help with the creation of USP's

The quantitate research will be executed in the form of a survey that will be shared externally among the followers of De Pooter's social media accounts. Additionally, to that it will also be shared by De Pooter's employees to reach more respondents. The research unit consists of industrial/technical employees or students in the region of Zeeland and Brabant between the age 18 till 58+.

The data from the survey will be analysed by decoding the quantitative results (Surveymonkey, sd). The open-ended questions in the survey will use thematic coding (Medelyan, 2020)to make sure that it is still measurable (Abraham S. Fischler). The multiple choices questions in the survey will be prompted. However, there will also be an option for the respondents to add their unprompted answer. To reach data saturation the sample size should be no smaller than 49 respondents. To calculate this

a confidence level of 95% and an error marge off 10% was used. Additionally, to this the expected population that we can reach with this survey is set at 100. This is the estimated population that the survey can reach based on the number of followers that are active in the targeted research unit (Calculator net, 2021). The survey had a total of 55 respondents, with this the minimum sample size was reached. The results will be valid since the survey can only be answered by industry employees due to the entry questions. This means that only the targeted research unit will be researched. Moreover, it will be reliable because of the saturation level and the triangulation that it shares with the focus group (Carter N, 2014).

The qualitative research data will be collected through a semi structured interview in an external focus group. The research units of this focus group will be active industrial candidates of De Pooter (5). These candidates are currently placed at two customers of De Pooter namely Yara (2) and Dow (3). Other participants present will be the employees of De Pooter (4). (pg. 19 For participant information). The qualitative data will be analysed using transcript-based analyses and then transformed to a conclusion (Onwuegbuzie, 2009). Data Saturation in a specialised focus group is reached on average when there are 5-8 participants present (Krueger, 2014). The focus group consisted of 9 people and will therefore reach data saturation. The qualitative research will be valid since it will be executed under a selected focus group, this means that the results really measure what is supposed to be measured. Moreover, it will be reliable because of the saturation level and because of the previously mentioned triangulation.

2.2. Operational table

The operationalisation demonstrating the research design used in the survey and focus group can be found in appendix 1.

3. RESULTS

3.1. what does our target market and competitive market look like?

3.1.1. The target markets

This research was implemented to gain insight in the competitive environment and target market and to find the USPs that De Pooter can use to obtain a competitive overview towards their candidates. Of course, this means that you need to have a good overview of the competition. However, having a good overview of the candidates that you are creating the USPs for is just as important if not more important. Therefore, it is essential to know who these candidates are, what motivates them and what kind of prioritisations they have in their lives. This is what this part of the research will answer. Additionally, it will also offer more insight in the competitive market. The candidate target market of De Pooter consists of two sectors namely industry (process, production, and food) and logistics. De Pooter's focus regions are Zeeland, and North-Brabant. While they are an agency that is open to a variation of education levels, their main target group has a minimum level of Mbo4 or higher (Hbo). The age category of the target market ranges from 18 till 47, however De Pooter sees candidates between the ages 18 and 30 as their focus group. The research has been executed with a specific 'candidate' in mind, namely technical candidates (food, production, and process). This specification was created after having analysed the current active candidate databases (appendix 2). This overview showed us that out of our 353 candidates, 72 are active in the logistic sector, 102 in the supporting sector (administration, IT) and 179 candidates are active in the industrial/technical sector making this the largest group. Therefore, they are the biggest group of interest for De Pooter and have the highest importance for future targeting, which is why they were chosen as the researched candidate group for this research. (Carerix , 2021)

After having established the target market of De Pooter and the specific market that this research will be focussed on, it is time to get to know these candidates a little bit better. Knowing the candidate is essential for the formulation of strategies, content, and sales (BROWNE, 2017). Additionally, it is the ultimate way to find out more about their interests which can help De Pooter stand out from their competitors (Brainworks, 2016). The target group ranges from the age 18 till 47, this means that there are three generations present in this group. These generations are Xennials (39-47), Millennials (24-38) and Generation Z (6-23) (Robinson, 2021). Since there is a big age difference between some of these generations it is logical that they have different interests and behaviour. For instance, Millennials tend to choose careers that give them more freedom and allow creativity. While Generation Z is very similar in the sense that they also seek creativity and freedom in their career, they also crave some form of feedback and recognition from their senior colleagues (Robinson, 2021). Additionally, they place much more value on their private life and free time (Prawitasari, 2017). Now that people have become more aware of the importance of free time and a healthy work-life-balance, they have changed their workflows "Gen Z will be different types of professionals: not 40-hour per week cubicle workers, but freelance contractors with great flexibility, who solve problems with particular expertise" (Prawitasari, 2017). Additionally, they are higher educated due to the demand of the society. (Robinson, 2021). Both Gen. Z and Millennials want to live a meaningful live and want their work to contribute to the greater good. The most notable is that Generation Z needs much more guidance and mentoring and want clear goals in their future. (Prawitasari, 2017)

Google trends (Google trends, 2021) was used to analyse the search behaviour regarding search terms such as secondment, technical vacancies, industrial jobs, and De Pooter (appendix 3). The most important learning from this analysis is that De Pooter is much better represented in the search behaviour of the target group in Zeeland than in Brabant. This is because they just started their activities there and on average it takes 5 years to establish brand awareness (Brond, 2015). Additionally, the figures also show us that more people search for the term recruitment agency instead of secondment, this proves the suspicion that people are not familiar yet with secondment (GOFF-DUPONT, 2019). Lastly, we can see that the search for recruitment agencies in Brabant is much more stable as in Zeeland. This is greatly caused by the seasonal increase fluctuation of employees in Zeeland (LEED, 2013).

3.1.2. The competitive market

It is only natural that your company is not the only fish in the sea. Therefore, it is important to know who you are sharing these waters with. However, it is not necessary to see every form of competition as a direct threat. Therefore, it is important to find out who the direct competitors are. "Direct competition refers to a company that offers the same product or service as you and also typically attracts the same target audience" (Michael Keenan, 2019).

Before analysing the direct competition, it is important to take a closer look at the entire competitive environment of the recruitment/secondment branch in the industrial sector. This competitive environment was analysed with Porters 5 forces model. This evaluates the threats (power) and attractiveness of the market/sector (Porter, 1979). This information can be used later for the selection of USP's (appendix 4). The model has shown us that the rivalry in the sector is quite high due to the treat of substitute. While De Pooter can differentiate themselves through the benchmarking to be established with this research, the result of the implementation is still dependant on the execution (Updatedge, sd). If direct competitors use similar USP's, but their execution is better they will still have an advantage. Additionally, candidates have a lot of power over De Pooter. If the candidate does not want a placement, then there is no way of forcing them. Moreover, they can make strong demands due to the scarcity of the market which makes it more challenging for De Pooter to negotiate between the customer and candidate (McFadden, 2021).

The attractive parts of De Pooter's competitive environment are the weak bargaining power of the customers. This because they are depended on the expertise of De Pooter and the type of campaigns used since these vary in costs. (lawyersnetherlands, 2020) (Sonovate, 2021). Moreover, they are not able to set their demands as high as they used to.

After having taken a closer look at the competitive environment, this part of the research will zoom into the competing companies. To be able to distinguish the direct competition from the others, a competitive analysis was executed. This analysis uses demographic and psychographic variables (Key Success Factors) to decide who shares the most similarities with De Pooter, thus making them the strongest direct competitor and making it more difficult to differentiate from.

To make sure that only direct competitors are further evaluated in the research a top 5 was created. This selection was created by scoring the competitors based on the information in the analysis in appendix 5.1 and 5.2. Appendix 5.1 shows the demographic variables (Pratap, 2019) and appendix 5.2 shows the psychographic variables (Durmaz, 2014). To make sure that the scoring was done reliable, a CPM (competitive Profile Matrix) was used. Firstly, the KSF's were given a weight (perceived importance by De Pooter). Find the reasoning behind the given weight in appendix 6. After this a score between 1 to 4 was chosen to evaluate how strong the competition scored for each individual KSF relative to De Pooter. In the end the 5 highest scoring competitors make up the direct competition top 5 (scoring chart in appendix 7).

$$\text{Weight (importance of KSF)} \times \text{Score (scoring of competitor for each KSF)} = \text{final score}$$

The most notable results that were derived from the CPM were that big companies such as Randstad are not immediately threatening, this is because they are not a direct competitor due to the difference in focus sectors, approach, and target groups. Moreover, many candidates prefer smaller and specialised agencies since they are more personal and have more attention for the candidate (JONES, 2014). Big agencies often have a different and much broader target group/sector and approach the customer differently than a specialised agency therefore they scored low on these heavy weighted KSF's. In comparison the smaller specialised agencies scored high on the heavy weighted scores such as target group and sector since they hold much more similarities to De Pooter. Listed below you can find an overview of the top 5 competitors derived from the scoring chart.

1. Pro-industry
2. Nouvall
3. Techsharks
4. Werk en vakmanschap
5. Manpower

3.2. What are the strengths and weaknesses of De Pooter and of their direct competitors?

The internal strengths and weaknesses, and the external opportunities and threats were determined using SWOT analysis for De Pooter and their competitors (Parsons, 2021) (appendix 8). The SWOTs where then used to fill in the confrontation matrix (Ružomberok, 2017)(appendix 9). This shows the best strategic options and gives more insight in the differentiating features/services of De Pooter and their top 5 competitors (EPM, sd).

The general findings that can be derived from the analysis are that most agencies have similar weaknesses and threats such as unfamiliarity with secondment and a negative image around recruitment agencies. However, their strengths and opportunities are different. The biggest strength of De Pooter in comparison to their competitors is that they have a broad network and talent pool

in Zeeland. Additionally, they will be able to help provide more technical new candidates with De Pooter Academy which is an opportunity for them to diminish the shortage of technical employees. Another advantage that De Pooter has is that they are a smaller agency with the time and space to approach their candidates personally and to guide them towards their new job instead of just pushing them there. Especially people who live in Zeeland value personal and local contact. They are very down to earth and want services to be offered to them in the same way. Therefore, they look for agencies with a no-nonsense attitude, which De Pooter can provide. They often see bigger (national) agencies as very commercial agencies who are not there for the candidate, but only for the profit (LEED, 2013). You can find an overview of the most notable KSF's from De Pooter and their competitors derived from the SWOTs in appendix 10.

3.3. What do the candidates in De Pooter's target group look for in an employment/secondment agency?

To decide which USP's De Pooter can use to attract their candidates, they need to know what the candidates want. This was analysed using field research in the form of a focus group and survey. The approach for this research can be found on page 5. The data of the surveys and interviews can be found in appendix 11 & 12.

Most respondents off the survey fall under the age category 18-30 years (50%), followed by 31-45 years (34,6%) the rest of the respondents are between the ages 46-58+ (image 17). Moreover 75% of the respondents are from Zeeland and 19,2% are from Brabant (image 18). From the survey we learned that instead of a good salary, the motivational factors such as personal development, finding out what they like in their work and the challenges that jobs add to their lives are perceived to be more important factors behind the reason to be active in the work field (image 4). Additionally, their biggest motivations at work are the content of the work, challenging work activities and the diversity in tasks. When asked what makes them the happiest and unhappiest at their work. Most answered that the diversity in tasks and personal growth opportunity makes them happiest at their jobs. Factors that make them unhappy are: Repetitive work, high work pressure and the lack of motivation among colleagues. What most people currently miss at their job is the recognition of higher ups and their understanding of work activities or diversity in work. (Images 6 & 7)

Most candidates (55,8%) answered that they are not active nor have any previous experience with working in a flex work position (image 12). However, they do have a perception about this form of work. Most of them see flex work as a flexible form of work that offers a lot of diversity in work and employers. However, the negatives that they perceive to be true are much bigger. They often base this information on experiences from others or their own ideas. They think that you are either getting exploited or that you have no development opportunities. From the respondents who do have experiences with flex work 47,8% said they consciously chose for flex work (image 14). We can see that they see the flexibility and diversity of tasks as the biggest advantages. However, they also noted that they see the insecurities that they experienced with the contract form and the lack of relationships with colleagues and the employers as the biggest negative points (image 15).

The biggest advantage that an employment agency has according to most respondents is that employment agencies have a lot of vacancies under their radar. They also value the expertise that agencies have on the market. The respondents all agreed that the biggest added value of De Pooter is that they have well established connections with big companies in Zeeland.

3.4. How can we connect the needs of candidates to USP's?

Now that we know more about the competitive/target market, and we have learned more about the candidates' feelings towards their work, personal life, and employment agencies we need to know how

we can connect them to De Pooters USP's. This was done by combining the focus group and survey results and categorizing them according to Maslow's hierarchy of needs (Maslow, 1943) (McLeod, 2020).

Basis needs: Primary needs towards jobs and agencies: We learned earlier the candidates have the following basic needs towards agencies: High quantity in vacancies, market expertise and agencies that help you find out what you like and do not like. "De Pooter has connections with recognised companies, they really listen to your wishes, and they really want to help you find the best job for you" (participant 3). The USP's that De Pooter can use for these needs are: *Extreme specialisation and Outstanding knowledge*. With their specialisation in the market and their relationships with the employers in the region they are able use this USP. Most competing companies are not physically present in the market in Zeeland, or they do not have any specialised work groups in their companies that are focus on the industrial or technical market. Therefore, De Pooter has a big advantage over them (Fransson, 2020).

Safety needs: The feeling of security and stability that a job offers: Most of the respondents (41%) are interested in a contract that offers security and diversity. The ideal period to stay at one employer turns out to be either 2 years or 3 to 5 years (image 10 & 11). "De Pooter offers long term and short term or project-based vacancies. I think this is a real added benefit" (participant 2). The participants mentioned that the flexibility in contract forms is another bonus point of De Pooter. The USP that De Pooter can use for this need is: *Unique combination of services*. This means that De Pooter offers a variety of contract forms. We already learned that the candidates value the fixed, yet flexible contract that De Pooter offers. Most of De Pooter's competition does not offer this. With this USP De Pooter appeals to their candidates need to have diverse work and gain experience, but they are also able to answer to the need of security (Fransson, 2020).

Belongingness and love need: Factors such as acknowledgement, work ambiance and relations. One factor that kept returning in the focus group was the knowledge network that De Pooter wants to set up. The candidates mentioned that they valued this concept and that they saw a lot of beneficial factors for candidates. "The knowledge network would allow employees to share experiences and discuss the pros and cons of an employer and offer each other advice" (participant 5). Moreover, multiple candidates mentioned that the ambiance at work and relationship with colleagues and, employees influence their happiness at work. The USP's that De Pooter can use for these needs are *outstanding customer service and location*. Since most competitors do not have physical stores in Zeeland, De Pooter can use this to their advantage to form a much more personal connection with the candidate (Fransson, 2020).

Self-actualization & esteem needs: Need of self-development: 46,2% of the candidates noted that they find personal development in their jobs particularly important (image 22). Therefore, this can be seen as highly valued. As mentioned before personal development opportunities and growth within the company have a heavy influence on the happiness of candidates on their work. The USP that can be used by De Pooter to gain competitive advantage here is: *Results from previous clients*. By using previous success stories (best practises) De Pooter can convince new candidates of their success. By giving the candidates an idea of how they can grow with De Pooter they will be motivated to apply, and they will become more motivated at work. Since De Pooter has guided hundreds of candidates to achieve their dreams, they have more than enough proof. Moreover, they are also starting their own academy, since many of their competitors do not have an academy, they can use this as a competitive advantage. (Fransson, 2020)

4. Conclusion

This research was executed to solve the problem that de Pooter did not have an overview of their competitive and target market. The information gaps described in the preliminary research were able to be answered through the research questions. These research questions allowed De Pooter to learn more about their competitive and target market, gave an overview of their direct competitors and offered them the USP's that they can use to differentiate themselves in relation to the needs of their candidates. Therefore, the research used was able to solve the Problem of a lack of insight in competitive and target market information and was it able to answer the information gaps (De Pooter, 2019).

Results show that the five direct competitors of De Pooter are: Pro-industry, Nouvall, Techsharks Werk en Vakmanschap and Manpower. These competitors share similar demographics and psychographics. This made it difficult for De Pooter to differentiate themselves with USP's. Therefore, it was necessary to base the USP's on the factors that differentiate them most (Kippenberger, 2000). What we learned is that even though De Pooter shares a lot of similarity with their competition, it is still possible for them to differentiate themselves. They can do this with the implementation of these USP's. Therefore, the implementation will decide the success of the USP's (Updatedge, sd). Moreover, they do not have exactly the same target group, therefore they can use different USP's that are more fitting for their specific target group so that they still stand out.

Since there are multiple generations present in the target group, finding out what kind of values they have in their private and work life is an essential part in approaching these different groups (Robinson, 2021). What is surprising, is that it is actually the older employers who are interested in De Pooter's "Knowledge network" this is because they want to transfer their knowledge to the new generation. This shows us that De Pooter must not forget this group of candidates when they are planning to set up their community.

Most candidates see a large offer of vacancies, expertise of the agency, diversity in work and the ability to find out what you like and what you do not like as the biggest added value that agencies can offer in their services. De Pooter has the largest database of employers and vacancies in Zeeland in comparison to their competition (competition analysis). Because of their large database they also have a high level of expertise. Moreover, they offer fixed and project-based vacancies. While their competition also offers a variety of contract forms, De Pooter can offer flexible contracts with more security with their secondment service, and they have the image that they always pay on time. Not all competitors offer this, with these factors they tick all the boxes of the most demanded USP's by the candidates. This means that the combination of these factors gives them a big competitive advantage.

The research used in this report is based on a competitive and target market analysis, these types of research do bring some limitation for the depth of the research. The limiting factor that this brings is that the findings about the competitive markets can only be based on desk research and extern field research (survey). This is because the competitors will not disclose sensitive information about their processes to other competitors. However, the field research did offer more insight in the candidate market and allowed us to compare the candidates' perceptions, whishes' and needs to the services that the competition offer and De Pooter's services.

Another limiting factor is the formulation of the field research questions. A learning point form this research is that it is better to use unprompted questions. While prompted questions are easier to evaluate and transcribe, they also leave more room for generalisation. They push respondents to an answer. And while the option "Other" was added, many respondents still chose to only use the offered options to answer. Therefore, the prompted questions in the survey may have caused biased answers

from the respondents. This is something that needs to be taken into consideration when new research is executed (DeFranzo, 2018).

The USP's that were created were linked to the needs of the candidates in accordance with the hierarchy of needs, therefore it is easier to implement and will much more appealing to these candidates. The USP's that were chosen as a competitive advantage are: Extreme specialisation, outstanding knowledge, unique combination of services, outstanding customer service, location, and results from previous clients.

"The researched thoroughly investigated our main competitors in the market. We knew the main features of these competitors, but an in-depth investigation and presentation of top-competitors was lacking. It is nice to see that the competition research confirms certain insights about our competitors and about our own distinguishing factors. It also provided new insights and a broader spectrum of competitors, giving us a more complete analysis (Pieter Jan Peene, in-company coach).

In conclusion it can be said that De Pooter has their fair share of competitive USP's that they can use to successfully differentiate from their competitor. However, the success all comes down to the execution. Not all USP's can be used for the same candidate category since they have varying needs and wishes. Moreover, the execution does not only depend on the methods used, but also on the effort of the people implementing them. Therefore, thorough explaining and guidance are needed. As mentioned by Pieter Jan the report greatly helped De Pooter by providing them with the information about their competitors that they were missing, which resulted in USP's that they can use as a competitive advantage.

5. Recommendations

The following recommendations can be derived from the research. These recommendations can be used by De Pooter to gain a competitive advantage with their USP's.

5.1 Execute more in-depth field research

As described in the limitations above the prompted questions used in the survey create a form of bias in the answers of the respondents to the prompted questions. Therefore, it is advised to implement a second research either in the form of a survey or interview that does not make use of prompted questions. This will rule out any form of bias in the respondents and will allow more reliable results and corresponding implementations.

5.2 Implement research for USP implementation and set up a work group

To ensure the implementation of the USP's, firstly a more thorough research on these possible implementations should be executed. To learn more about the possibilities and limitations.

Since the success of the USP's is greatly depended on the implementation, it is advisable to set up a work group that is devoted to the implementation of these USP's. in this way De Pooter will be ensured that the implementation is executed effectively. Moreover, a work group will force De Pooter to actively work on the implementation and to keep track of the changes in the competitive market and target market. Moreover, a work group will make sure that implementations will be executed and not forgotten. This is necessary to create a long-term competitive advantage (Ilgen, 2006). From intern experience in De Pooter

5.3 Set up an implementation plan

By setting up an implementation plan De Pooter will be able to plan out when they want to work on which implementations. This will offer more clarity and prevents internal misunderstandings as well as mishaps in the external communication towards the candidates. Moreover, companies that set up an implementation plan in preparation of execution will see 70% more return on investment (either monetary investment or labour investment) (Norton, 2005)

5.4 Keep up with the competition

The competitive and target market will not stay the same. They will change overtime, if you lose track of them, it will cause the initial problem of a lack of information and insight to return. Therefore, it is advised to keep track of the changes of the market in an excel sheet or different form of data tracking. When De Pooter keep track of the competitive changes in the future, they will be able to react to these changes and to adapt themselves. It is advised to change the template and execute research every 6 months to allow optimal effect of the template.

5.5 Implement Best practise research

By analysing the best practises of the competitors and internal learnings from De Pooter through additional in-depth research, you can learn from previously made implementations, mistakes, and success stories. This will help with implementations and prevent unnecessary costs, labour, and mistakes since it will show what works and what does not.

"The research produced concentrates largely on demographic and psychographic elements and the services of the relevant competitors. It focuses less on the marketing strategy of our competitors: how do they position themselves in the market, what is their image towards the market (branding), how do they reach their target group etc. In that sense, we will have to do more research, something Nina also advises in her recommendations. This is something that we can easily achieve in collaboration with our external strategists" (Pieter Jan Peene, In-company coach)

Since De Pooter has an external strategist/researcher that they collaborated with before and who has vast knowledge of the branch, they have the resources and capabilities to execute the research that has been recommended. Therefore, the recommendations are **suitable**. As can be read in the reaction from the In-company coach in the conclusion (pg. 13) the research was not only able to confirm suspicions regarding the competition, but also provided new and more in-depth findings. Therefore, the research is **Acceptable**. De Pooter already has some work groups put in place with the proper research skills and the experience to tackle these certain problems. Additionally, they also have the support of their external strategist that can strengthen their activities. Moreover, the recommendations don't require large investments or changes since it mostly involves smaller communicational changes and research activities that can easily be executed with their current resources. Lastly the implementations can be made rather quick after the proper research has been executed. Therefore, the recommendations and report are **feasible** (Lücidity, sd).

References

- 10 Select. (2021). *Over 10*. Retrieved from 10select.nl:
https://www.10select.nl/index.php/cms_categorie/89617/bb/1/id/89617
- Abraham S. Fischler. (n.d.). *Mixed methods*. Florida: Nova South-eastern University.
- Actief werkts. (2021). *Ons verhaal*. Retrieved from actiefwerkt.nl: <https://www.actiefwerkt.nl/over-ons/ons-verhaal>
- albert meiresonne. (2021). *Key industries, chemical and process industry*. Retrieved from Invest in Zeeland: <https://www.investinzeeland.com/en/key-industries/chemicals#:~:text=Moreover%2C%20one%20of%20the%20largest,companies%20or%20for%20maintenance%20services>
- Balkenende, F. (2019, February 21). *end of seasonal work period drives un unemployment figures in Zealand*. Retrieved from www.pzc.nl: <https://www.pzc.nl/zeeuws-nieuws/einde-seizoenswerk-drijft-werkloosheid-zeeland-iets-op~a44ae652/?referrer=https%3A%2F%2Fwww.google.com%2F>
- BDC. (n.d.). *Key success factors*. Retrieved from bdc.ca: <https://www.bdc.ca/en/articles-tools/entrepreneur-toolkit/templates-business-guides/glossary/key-success-factors>
- Brainworks. (2016, December 14). *Building Competitive Advantage: How Using Customer Insight Helps*. Retrieved from brainworksinc.com: <https://brainworksinc.com/building-competitive-advantage-using-customer-insight-helps/>
- Brond, D. (2015, August 17). *How Long Does It Take to Establish a Brand that Works?* Retrieved from abccreative.com: <https://blog.abccreative.com/2015/08/17/how-long-does-it-take-to-establish-a-brand-that-works#:~:text>You'll%20need%20careful%20planning,That's%20two%20years.>
- BROWNE, S. (2017). *The importance of knowing your candidates*. Retrieved from investigo.co.uk: <https://www.investigo.co.uk/blog/2016/03/the-importance-of-knowing-your-candidates>
- Calculator net. (2021). *sample size calculator*. Retrieved from calculator.net: <https://www.calculator.net/sample-size-calculator.html?type=1&cl=95&ci=20&pp=50&ps=&x=0&y=0>
- Carerix. (2021, March 25). *Overview of active candidates*. Retrieved from Carerix recruitment software: <https://carerix.com/>
- Carter N, B.-L. D. (2014). The use of triangulation in research. *Oncol Nurs Forum*, 545.
- CBS. (2020). *In which province is the labour shortages the strongest*. Retrieved from cbs.nl: <https://www.cbs.nl/nl-nl/faq/corona/regionaal/in-welke-provincie-is-de arbeidsmarkt-het-krapst->
- Curedale, R. (2013). *Design Thinking: process and methods manual*. Design Community College Inc.
- De Pooter. (2019). *De Pooter 4.0 Project plan*. Axel: De Pooter.
- De Pooter. (2021). *De Pooter*. Retrieved from About us: <https://www.depooter.nl/en/about-us>
- de Pooter. (2021). *Over ons*. Retrieved from De Pooter.nl: <https://www.depooter.nl/over-ons>

- De Pooter. (2021). *Vacaturs in Zeeland, Brabant en Vlaanderen*. Retrieved from depooter.nl:
https://www.depooter.nl/vacatures?f%5B0%5D=region%3AaNoord-brabant&f%5B1%5D=vacancy_function%3Aengineering&f%5B2%5D=vacancy_function%3Alogistiek&f%5B3%5D=vacancy_function%3Atechnisch
- DeFranzo, S. E. (2018, November 16). *Advantages and Disadvantages of Open Questions in Course Evaluations*. Retrieved from snapsurveys.com:
<https://www.surveymonkey.com/blog/advantages-disadvantages-open-questions-course-eval/>
- Deimler, M. R. (2011). *Adaptability: The new competitive advantage*. Harvard Business review.
- Deutz, B. (2020, February 18). *How to Figure Out What Keywords Your Potential Customers are Using*. Retrieved from hubspot.com: <https://blog.hubspot.com/marketing/how-to-figure-out-what-keywords-your-potential-customers-are-using>
- Devin Pickell. (2019, 03 04). *Learning hub*. Retrieved from Qualitative vs Quantitative Data – What's the Difference? <https://learn.g2.com/qualitative-vs-quantitative-data#:~:text=What%20is%20the%20difference%20between,based%20on%20traits%20and%20characteristics>.
- Doran, G. T. (1981). There's a S.M.A.R.T. way to write management's goals and objectives. *Management Review*, pp. 35-36.
- Durmaz, Y. (2014). *The Impact of Psychological Factors on Consumer Buying Behaviour and an Empirical Application in Turkey*. Gaziantep: Canadian Centre of Science and Education. Retrieved from businessjargons.com: <https://businessjargons.com/psychological-factors-influencing-consumer-behavior.html>
- EPM. (n.d.). *Competitive Profile Matrix (CPM)*. Retrieved from expertprogrammanagement.com: <https://expertprogrammanagement.com/2017/01/competitive-profile-matrix-cpm/>
- EPM. (n.d.). *The Confrontation Matrix*. Retrieved from expertprogrammanagement.com: <https://expertprogrammanagement.com/2011/08/the-confrontation-matrix#:~:text=A%20Confrontation%20Matrix%20is%20a,issues%20the%20organization%20is%20facing>
- Fransson, T. (2020, March 29). *Finding your USP: 15 unique selling examples*. Retrieved from flauntmydesign.com: flauntmydesign.com/finding-your-usp-unique-selling-proposition-examples-2/
- GOFF-DUPONT, L. M. (2019, December 13). *Secondments: the most powerful job training you've never heard of*. Retrieved from atlassian.com:
<https://www.atlassian.com/blog/teamwork/what-is-secondment-benefits>
- Google trends. (2021, April 26). *Find out what the world is searching for*. Retrieved from trends.google.com:
<https://trends.google.com/trends/trendingsearches/realtime?geo=NL&category=all>
- Hays, P. M. (2005). *Assessing Quality of Life in Clinical Trials: Methods and Practice*. Oxford: Oxford University Press.
- Ilgen, S. W. (2006). Enhancing the Effectiveness of Work Groups and Teams. *Michigan State University*, 48.

- Info entrepreneurs. (n.d.). *Understand your competitors*. Retrieved from infoentrepreneurs.org: <https://www.infoentrepreneurs.org/en/guides/understand-your-competitors/#:~:text=Knowing%20who%20your%20competitors%20are,services%20and%20marketing%20stand%20out.&text=You%20can%20use%20this%20knowledge,improve%20your%20own%20business%20performance>.
- ING Economics Department. (2019, 07). *Dutch Economy Chart Book*. Retrieved from ING.nl: https://www.ing.nl/media/ING_EBZ_dutch-economy-chart-book-july-2019_tcm162-175436.pdf
- Ivy Panda. (2020, March 22). *Exploratory, Descriptive, and Causal Research Designs – Compare & Contrast*. Retrieved from ivypanda.com: <https://ivypanda.com/essays/comparison-and-contrast-of-exploratory-descriptive-and-causal-research-designs-giving-examples/>
- John Leeman. (2017, March 15). *Chances for the Zeeuwse Labour market*. Retrieved from Dezb.nl: <https://www.dezb.nl/dam/planbureau/bestanden/Arbeidsmarktmonitor/techniekpact-zeeland.pdf>
- JONES, R. (2014, February 17). *Recruitment Agencies: Does Size Matter?* Retrieved from recruitmentbuzz.co.uk: <https://recruitmentbuzz.co.uk/recruitment-agencies-does-size-matter/>
- Joni, S. (2020, May 2020). *Risks and Disadvantages of Using Personas*. Retrieved from persona.qcri.org: <https://persona.qcri.org/blog/risks-and-disadvantages-of-using-personas/>
- Kippenberger, T. (2000). *Remember the USP? (Unique selling proposition)*. MCB UP Ltd.
- Krueger, R. A. (2014). *Focus Groups: a practical guide for Applied Research*. Minnesota: SAGE Publications, Inc.
- Kumar, B. (2021, January 28). *What a Unique Selling Proposition Is (And isn't) Plus 10 Examples to Inspire You*. Retrieved from shopify.com: <https://www.shopify.com/blog/unique-selling-proposition>
- lawyers Netherlands. (2020, August 5). *Set Up a Recruitment Company in the Netherlands*. Retrieved from lawyersnetherlands.com: <https://www.lawyersnetherlands.com/set-up-a-recruitment-company-in-the-netherlands>
- LEED. (2013). *Demographic Change in the Netherlands: Strategies for resilient labour markets*. OECD.
- Logsdon, A. (2020, October 16). *How a Baseline Measurement of Behaviour Helps Behavioural Intervention*. Retrieved from verywellmind.com: <https://www.verywellmind.com/baseline-what-is-a-baseline-2161687#:~:text=The%20term%20baseline%20measurement%20can,beginning%20measurement%20of%20a%20behavior>
- Lori, S. (2020). *Your guide to creating candidate personas*. Retrieved from rallyrecruitmentmarketing.com: <https://rallyrecruitmentmarketing.com/2019/05/your-guide-to-creating-candidate-personas/>
- Lu, L. (23, May 2018). *How to Highlight Your USP and Gain New Customers*. Retrieved from http://fearlessflyer.com/: <http://fearlessflyer.com/highlight-usp-gain-customers/>

- lucidchart.com. (n.d.). *How to Define Strategy Using Porter's Five Forces*. Retrieved from lucidchart.com: <https://www.lucidchart.com/blog/what-is-strategy>
- Lückidity. (n.d.). *Guide to the SFA Matrix*. Retrieved from getlückidity.com: <https://getlückidity.com/strategy-resources/guide-to-the-sfa-matrix/>
- Manpower. (2021). *Over Manpower*. Retrieved from manpower.nl: <https://www.manpower.nl/1056/Over-Manpower.html>
- Mantec. (2019, 10 03). *HOW TO CREATE A STRATEGIC PLAN WITH SMART GOALS*. Retrieved from Mantec.org: <https://mantec.org/strategic-plan-smart/>
- Marra, M. (2017). Evaluation and program planning. 178.
- MaRS Start-up. (2021). *MaRS Start-up Toolkit*. Retrieved from Learn. Mars: <https://learn.marsdd.com/article/how-to-estimate-market-size-business-and-marketing-planning-for-startups/>
- Maslow, A. H. (1943). A Theory of Human Motivation. *Psychological Review*, pp. 370-396.
- McLeod, D. S. (2020, December 29). *Maslow's Hierarchy of Needs*. Retrieved from simplypsychology.org: <https://www.simplypsychology.org/maslow.html#gsc.tab=0>
- Medelyan, a. (2020). *Coding Qualitative Data: How to Code Qualitative Research (Updated 2020)*. Retrieved from getthematic.com: <https://getthematic.com/insights/coding-qualitative-data/>
- Michael Keenan. (2019, December 20). *What Is Direct and Indirect Competition?* Retrieved from Manychat.com: <https://manychat.com/blog/indirect-competition/#:~:text=Direct%20competition%20is%20any%20company,ands%20reach%20the%20same%20goal.&text=They%20compete%20with%20your%20brand,the%20fight%20for%20customers'%20attention.>
- Middleton, F. (2020, June 26). *Reliability vs validity: what's the difference?* Retrieved from Scribbr.com: <https://www.scribbr.com/methodology/reliability-vs-validity/>
- MSG Management study guide. (2021). *Desk Research - Methodology and Techniques*. Retrieved from management study guide: <https://www.managementstudyguide.com/desk-research.htm>
- Nagler, M. (2018, January 9). *5 Reasons Why Companies Turn to Specialized Recruiters*. Retrieved from bankwstaffing.com: <https://www.bankwstaffing.com/5-reasons-why-companies-turn-to-specialized-recruiters/>
- Narver, S. F. (1994). *Does Competitive Environment Moderate the Market Orientation-Performance Relationship?* Colorado.
- Norton, R. S. (2005, October). The Office of Strategy Management. *Harvard Business Review*.
- Nouvall. (2021). *Over Nouvall*. Retrieved from nouvall.com: <https://www.nouvall.com/nl/over-nouvall/diensten/>
- Onwuegbuzie, A. J. (2009). *A Qualitative Framework for Collecting and Analysing Data in Focus Group Research*. Texas.

- Parsons, N. (2021, February 2). *What Is a SWOT Analysis and How to Do It Right (With Examples)*. Retrieved from liveplan.com: <https://www.liveplan.com/blog/what-is-a-swot-analysis-and-how-to-do-it-right-with-examples/>
- Porter, M. (1979, March). How Competitive Forces Shape Strategy. *Harvard Business Review*.
- Pratap, A. (2019, July 19). *Effect of Demographic Factors on Consumer Behaviour*. Retrieved from notesmatic.com: <https://notesmatic.com/effect-of-demographic-factors-on-consumer-behavior-age-sex-income-and-education/>
- Prawitasari, G. (2017). *The Influence of Generations on Career Choice*. Yogyakarta: ASEAN.
- Pro-industry. (2021). *OVER PRO INDUSTRY*. Retrieved from pro-industry.nl: OVER PRO INDUSTRY
- Pro-industry. (n.d.). *OVER PRO INDUSTRY*. Retrieved from <https://www.pro-industry.nl/over-pro-industry>
- Randstad. (2021). *Over ons*. Retrieved from randstad.nl: <https://www.randstad.nl/over-randstad>
- Recruiting. (2021). *The Case for Employment Branding*. Retrieved from Recrtuiting.com: <https://www.recruiting.com/blog/the-case-for-employment-branding/>
- Robinson, M. T. (2021). *The Generations*. Retrieved from Career planner: <https://www.careerplanner.com/Career-Articles/Generations.cfm>
- Ružomberok. (2017). *Current trends and challenges*. Poprad: Verbum.
- Salminen, J. (2020, May 11). *Risks and Disadvantages of Using Personas*. Retrieved from <https://persona.qcri.org/>: <https://persona.qcri.org/blog/risks-and-disadvantages-of-using-personas/>
- Scarcity, Competition and Discrimination*. (2006, September 11). Retrieved from A-level notes: <https://rudikurniawan1.files.wordpress.com/2012/03/scarcity.pdf>
- Shinn, D. R. (2019, November 29). *Overview of Exploratory, Descriptive & Causal Research in Marketing*. Retrieved from study.com: <https://study.com/academy/lesson/overview-of-exploratory-descriptive-causal-research-in-marketing.html#:~:text=There%20are%20three%20types%20of,a%20hypothetical%20or%20theoretical%20idea.&text=and%20optimize%20ROI.-,Causal%20research%2C%20also%20known%20a>
- Shona McCombes. (2020, 10 22). *Developing strong research questions*. Retrieved from Scribbr.com: <https://www.scribbr.com/research-process/research-questions/>
- Shuttleworth, M. (2008, January 17). *Operationalization*. Retrieved from explorable.com: <https://explorable.com/operationalization>
- Simplydocs. (2016, May). *What is a secondment?* Retrieved from <https://simply-docs.co.uk/>: <https://simply-docs.co.uk/Secondments>
- Sonovate. (2021, January 1). *What is the real cost to starting a recruitment agency?* Retrieved from www.sonovate.com: sonovate.com/blog/the-real-cost-starting-recruitment-agency/
- Starr. (2021). *Wie is Starr*. Retrieved from starruitzendburo.nl: <http://www.starruitzendburo.nl/over-ons/>

Start people. (2021). *Over ons*. Retrieved from startpeople.nl: <https://startpeople.nl/over-start-people>

Statista. (2020). *Distribution of the workforce across economic sectors in The Netherlands*. Retrieved from Statista.com: <https://www.statista.com/statistics/276716/distribution-of-the-workforce-across-economic-sectors-in-the-netherlands/>

SurveyMonkey. (n.d.). *survey data analysis*. Retrieved from surveymonkey.com:
<https://nl.surveymonkey.com/mp/how-to-analyze-survey-data/>

Sylvia, L. (n.d.). *Your Guide to Creating Candidate Personas (Template and Example!)*. Retrieved from rallyrecruitmentmarketing.com: <https://rallyrecruitmentmarketing.com/2019/05/your-guide-to-creating-candidate-personas/>

Technoselect. (2021). *Het betere werk*. Retrieved from technoselect.nl:
<https://www.technoselect.nl/over-ons/>

Techsharks. (2021). *WE ARE SHARKS*. Retrieved from techsharks.nl: <https://www.techsharks.nl/nl-over-techsharks>

Tempo-team. (2021). *Onze diensten*. Retrieved from tempo-team.nl: <https://www.tempo-team.nl/werkgevers/onze-diensten>

Travis, D. (2016, January 4). *Desk research: what, why and how*. Retrieved from userfocus.co.uk:
<https://www.userfocus.co.uk/articles/desk-research-the-what-why-and-how.html>

Voorde, H. v. (2019). *Maintenance Value Park Terneuzen*. Retrieved from seaport-magazine.nl:
<https://seaport-magazine.nl/maintenance-value-park-terneuzen-officieel-geopend/>

Werk en Vakmanschap. (2021). *Organisatie*. Retrieved from werkenvakmanschap.nl:
[https://www.werkenvakmanschap.nl/over-ons/organisatie/](https://www.werkenvakmanschap.nl/over-ons/organisatie)

Werktalent. (2021). *Wij zien het anders*. Retrieved from werktalent.com:
<https://www.werktalent.com/3462/Over-ons.html>

Whitehall resources. (2021). *What's the difference between generalist and specialist recruitment?* Retrieved from whitehallresources.co.uk:
<http://careers.whitehallresources.co.uk/2018/11/whats-the-difference-between-generalist-and-specialist-recruitment/#:~:text=Recruitment%20agencies%20work%20with%20companies,local%20companies%20they%20can%20find.>

Young Capital. (2021). *Ons DNA*. Retrieved from youngcapital.nl: <https://www.youngcapital.nl/over-yc/dna>

Appendices

Appendix 1: Operationalisation table

Concept	Dimension	Subdimension	Indicators	Interview questions	Question form
Entry questions	Questions to ensure targeted respondents	Demographic target	<ul style="list-style-type: none"> • Age • Location • Profession 	<ul style="list-style-type: none"> • Are you looking for a job or active in a job in the technical industry? • Which age category are you in? 	<p>→ Yes? can move on to the next question → No? Will not see the next questions</p>
				<ul style="list-style-type: none"> • Which region are you from? 	<ul style="list-style-type: none"> • Prompted: <ul style="list-style-type: none"> - 18 to 30 years - 31-45 years - 46-57 years - 58+ years
					<ul style="list-style-type: none"> • Prompted: <ul style="list-style-type: none"> - Zeeland - West-Brabant - South-Holland • Unprompted: Option, other
Career goals	employer	Personal growth	<ul style="list-style-type: none"> • Interested in personal growth • Training • Motivational factors 	<ul style="list-style-type: none"> • How important is it to develop yourself? Ex. Courses 	<ul style="list-style-type: none"> • Prompted: <ul style="list-style-type: none"> - Rate from 1 (Unimportant) to 5 (very important)
	Lifestyle	Flexibility	<ul style="list-style-type: none"> • Which Contract period • Which contract form • interested in fixed/temporary • interested in Job hopping 	<ul style="list-style-type: none"> • What type of contract would you like in this phase of your life? 	<ul style="list-style-type: none"> • Prompted <ul style="list-style-type: none"> - Security and stability: fixed contract and direct employment - Security and diversity: Fixed contract and the ability to work on project basis, every period a new project at a new employer. - Flexibility and diversity: flexible contract with new projects on a frequent basis
				<ul style="list-style-type: none"> • What is the ideal period to work at one employer? 	<p>Prompted:</p> <ul style="list-style-type: none"> - 1 year - 2 years - 3 to 5 years - 5 to 10 years <p>Longer than 10 years</p>
Motivation	Encouragement		<ul style="list-style-type: none"> • Reason why the candidate is active in the labour market • How dedicated is the candidate to their work? • What improves or decreases the work satisfaction 	<ul style="list-style-type: none"> • What do you see as the most motivating factor to work? 	<ul style="list-style-type: none"> • Prompted: <ul style="list-style-type: none"> - Challenges - Support life - Contribution to the greater good - Be able to express my creativity - To find out what I like and do not like - To develop myself - Develop social contacts - To work on cool projects - To obtain a status
				<ul style="list-style-type: none"> • What is the most motivating factor of your work? 	<ul style="list-style-type: none"> • Unprompted: Open, other • Prompted <ul style="list-style-type: none"> - Content of work - Challenging work activities - Work diversity - Acceptable work pressure - Career opportunities - Personal development

					<ul style="list-style-type: none"> - Fixed contract - Labour conditions - Salary - Work environment - Independence - Acceptable travel time
				<ul style="list-style-type: none"> • What makes you happy about your work? 	<ul style="list-style-type: none"> • Unprompted: Open question
				<ul style="list-style-type: none"> • What makes you unhappy in your work? 	<ul style="list-style-type: none"> • Unprompted: Open question
				<ul style="list-style-type: none"> • What do you currently miss in your work/ or would you like to see changed? 	<ul style="list-style-type: none"> • Unprompted: Open question
Employment/ secondment agency	Added value for the candidates	What do the candidates see as the added value of an agency	<ul style="list-style-type: none"> • Most valued factors • What is perceived to be most important • What convinces the candidate to choose for an agency 	<ul style="list-style-type: none"> • How can an employment agency be beneficial for you? 	<p>Prompted:</p> <ul style="list-style-type: none"> - Large offer of vacancies - Fair renumeration - Expertise of the market - Fixed contract - Diversity in work - Discover what you like - Fiduciary - Social community - Education possibilities - There are no opportunities <p>• Unprompted: Option, other</p>
De Pooter	Experiences	Experience with flex work	<ul style="list-style-type: none"> • Previous experiences • Perception • Good points and bad points of flex work 	<ul style="list-style-type: none"> • Do you currently have a flex job, or any experience with flex work? 	<ul style="list-style-type: none"> • Multiple choice: - Yes - No
				<ul style="list-style-type: none"> • Yes? Did you consciously choose flex work? 	<ul style="list-style-type: none"> • Multiple choice: - Yes - No
				<ul style="list-style-type: none"> • What do you like most about flex work and what do you like the least? 	<ul style="list-style-type: none"> • Unprompted: Open question
				<ul style="list-style-type: none"> • No? What is your perception of flex work? 	<ul style="list-style-type: none"> • Unprompted: Open question

Table 1: Operationalisation table

Appendix 2 Current active candidate overview

The overview below was derived from the database (carerix) that De Pooter has of their current active(placed) candidates. This gives an overview of the biggest sector and region represented in their candidate base.

Function	Numer of active candidates in this function
Technical	179
Logistics	72
Administration & Support	102
Region	Number of active candidates residential in this region
South-Holland	4
Brabant	10
Zeeuws-Flanders	237
Walcheren	65
Middle-Zeeland	19
East-Flanders	18

Table 2: Overview of current active candidates derived from the database, divided in region and function.

Appendix 3 Google Trends

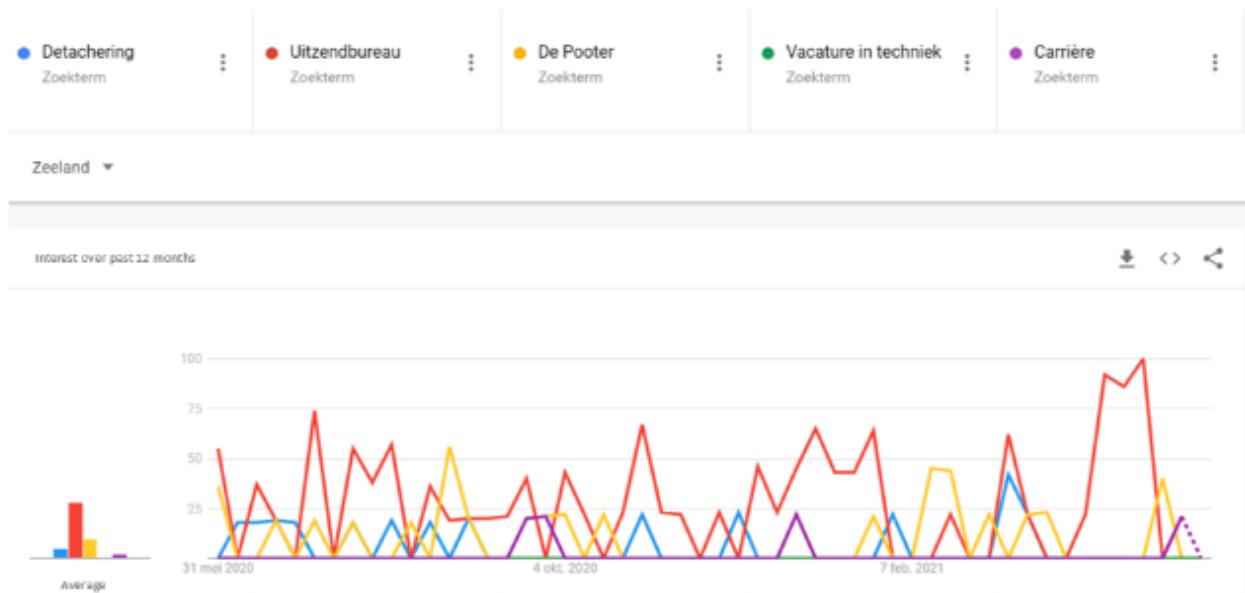


Figure 1: Google trends, Zeeland over the past 12 months

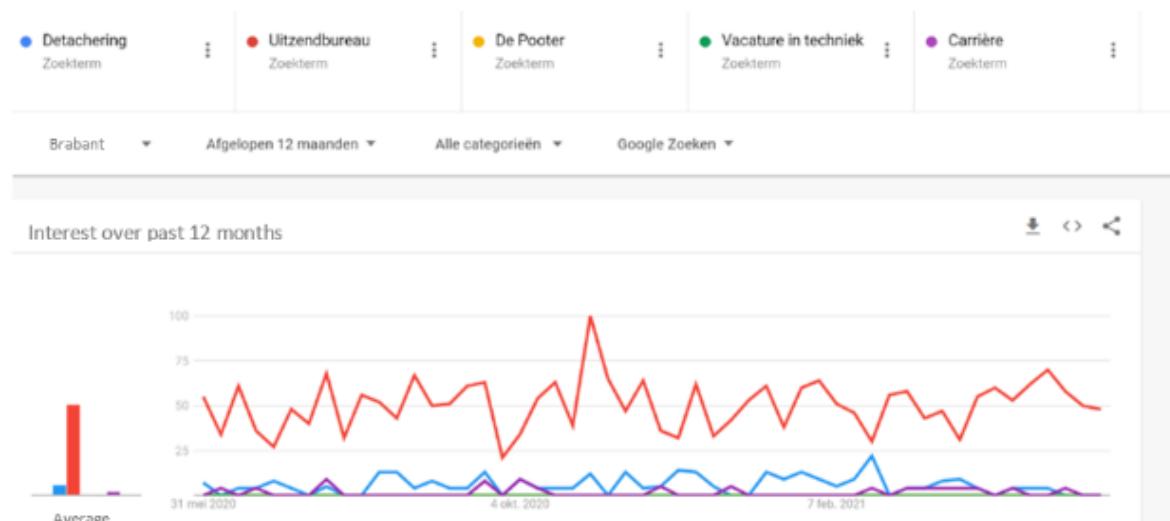


Figure 2: Google trends, Brabant over the last 12 months

Appendix 4 Competitive environment (5 forces)

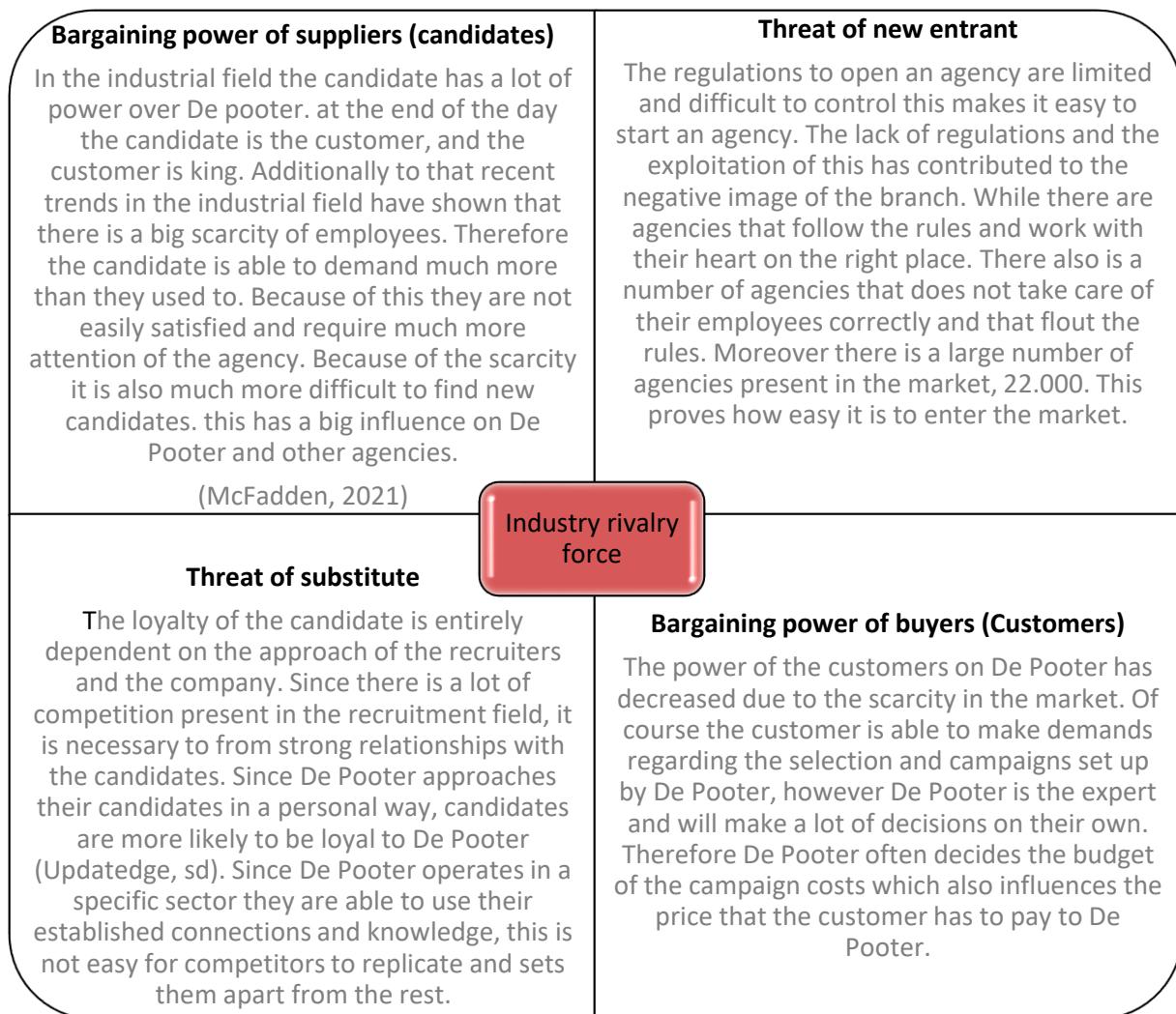


Figure 3: Porters 5 forces of the competitive environment

Appendix 5.1 Competitive overview demographics CPM

Name	Region(s) (KSF 5) =based on location of vacancies	Sectors (KSF 1)	Services (KSF 3)	Number of employee s (KSF 6)	Target group (KSF 2)	Customers (KSF 4)
De Pooter	Brabant 10 & Zeeland 81 (De Pooter, 2021)	Process industry, production industry, food industry and Logistics. (De Pooter, 2021)	Recruitment and selection, Payrolling, HR advice, Outsourcing and Secondment. (De Pooter, 2021)	22 (De Pooter, 2021)	People looking for a job in the Process, food or production industry or logistics sector who are in Brabant/Zeeland or Zeeuws-Vlaanderen) (De Pooter, 2021)	Yara, 123ATEX, Indaver. Zealandia. Trinseo, Dow, Herder, Rosier, Kraker trailers, Hero's, Syndus Group, Elopak, Engie (De Pooter, 2021)
Pro-Industry	North-Brabant (406) & Zeeland (61) (Pro-industry, 2021)	Process industry and logistics (Pro-industry, 2021)	Recruitment & selection, secondment, payrolling, inhouse constructions, outsourcing, academy (Pro-industry, 2021)	151 (Pro-industry, 2021)	Candidates looking for a job in the technical industry or the logistic field. (Pro-industry, 2021)	Vitablen, Technotion (Pro-industry, 2021)
10-Select	Brabant (2) & Zeeland (2) (10 Select, 2021)	<i>Process and production industry and sales functions within these sectors</i> (10 Select, 2021)	<i>Payrolling, Recruitment on a fixed or temporary basis</i> (10 Select, 2021)	20 (10 Select, 2021)	<i>Experienced technical specialist young engineers in the process and production industry MBO, HBO & WO in Zuid-Nederland & Flanders.</i> (10 Select, 2021)	Bosch Oerlemans Mennens/ ASML /IFF (10 Select, 2021)
Techsharks	Brabant 78 and Zeeland 2 (Techsharks, 2021)	Production and process industry, Engineering, and support (IT) (Techsharks, 2021)	Shark projects (temporary recruitment), secondment (Techsharks, 2021)	49 (Techsharks, 2021)	Technical employees MBO-HBO who are looking for a job and are willing to work project based or to work via secondment with the minimal time limit of a year (Techsharks, 2021)	Agristo, Alphacan, Brand, Heineken, Mars, Perfetti, Refresco, SCA, Stork, Van Houtum (Techsharks, 2021)
Werktalent	Brabant 22 (Werktalent, 2021)	Industry, technical, logistics and office jobs within these sectors (Werktalent, 2021)	Temporary placements, search and selection, secondment, payrolling, HR (Werktalent, 2021)	119 (Werktalent, 2021)	Employees looking for a job in the technical, industrial, or logistical sector. Targeted nationally (Werktalent, 2021)	Perfetti / Simon Loos Van Hees / Oerlemans plastics Keter (Werktalent, 2021)
Technoselect	Brabant 52 and Zeeland 4 (Technoselect, 2021)	Technical, industry and logistic, building (Technoselect, 2021)	Recruitment & selection and temporary and long-term placements. (Technoselect, 2021)	7 (Technoselect, 2021)	Employees looking for jobs in the technical sector, metal or production industry and building sector, (Technoselect, 2021)	Amstel/ Oerlemans plastics/ Mora/ Brand (Technoselect, 2021)
Tempo Team	Brabant 21 and Zeeland 13 (Tempo-team, 2021)	Administration, Banking, Construction, Communication, Engineering, Retail, Financial, Ict, hr,iT, industry, Juridical, government, education,sales,Technical, Logistic, Insurance, Healthcare, education (Tempo-team, 2021)	Work placement, secondment, Payrolling, HR solutions, Recruitment and selection, education (Tempo-team, 2021)	x	People looking for a job in all kinds of sectors. They focus on all age categories since they also help students to find a weekend job, starters, or switchers. (Tempo-team, 2021)	Abn amr, Ahoy, Asml, BMW, Connexion, DOW, Eneco, energiewacht, Heinz, Hema, Inditex, Johnson&Johnson, KLM, Nestlé, NS, Philips, Tata Steel, Univé, Ziggo (Tempo-team, 2021)
Randstad	Brabant 21 and Zeeland 7 (Randstad, 2021)	Customer service, financial administration, Industry (food) Technical, Logistic, Government, ICT, Hospitality, healthcare (Randstad, 2021)	Temporary placements, Search and selection, Secondment, Payrolling, Hr advice (Randstad, 2021)	1350 (Randstad, 2021)	People in all kinds of sectors looking for temporary or fixed work either via secondment or via direct employment. (Randstad, 2021)	Aviko, Dawn Foods, DOW, Hilton Food, IS, KLM, Lamb Weston, Mola, Nationale Nederlanden, Refresco (Randstad, 2021)
Start People	Brabant 17 and Zeeland 8 (Startpeople , 2021)	Logistic, Industry, Healthcare, government, Transportation. (Startpeople , 2021)	Recruitment and selection, Secondment, inhouse services. Education, Outsourcing, Pool management, (Startpeople , 2021)	800 (Startpeople , 2021)	Everybody on the Dutch labour market (national/international who is looking for a job or flex work position (Startpeople , 2021)	VATTENFALL, Igom, Thyssenkrupp, Brink, Heks'n, Perfetti, CZ (Startpeople , 2021)
Actief werkt	Brabant 44 and Zeeland 2 (Actief werkts, 2021)	<i>Production, Logistic, Transportation, Government, Technical, Administration, Recycling.</i> (Actief werkts, 2021)	Recruitment and selection, Inhouse services, outsourcing, Secondment, Actief student (Actief werkts, 2021)	488 (Actief werkts, 2021)	Everybody looking for a job despite age, gender, education, or sector. (Actief werkts, 2021)	Agristo, C.RO Ports, Cure Afvalbeheer, Eneco, Westerschelde tunnel, CWS. (Actief werkts, 2021)

Manpower	Brabant 94 and Zeeland 29 (Manpower, 2021)	Transport and logistics, Production, and industry, Financial, Contact centres, government. (Manpower, 2021)	Recruitment and selection and outsourcing. Education (Manpower, 2021)	145 (Manpower, 2021)	Candidates of mbo/mbo + and hbo level. Parttime or fulltime. Temporary or fixed. Starters and seniors. (Manpower, 2021)	Schenker, Vodafone, Ziggo, Heineken, Ceva logistics, Medtronic, Post NL, UPS. (Manpower, 2021)
Nouvall	Zeeland 30 (Nouvall, 2021)	Industry (Nouvall, 2021)	Project secondment (Nouvall, 2021)	13 (Nouvall, 2021)	Candidates looking for a job on project basis within the industrial sector in the South-west of The Netherlands and Flanders. (Nouvall, 2021)	Eastman, Dow, Yara, Trinseo, Zeeland refinery, Damen, Air liquide, Engie, Process automation solutions (Nouvall, 2021)
Werk en vakmanschap	Zeeland 6 (Werk en Vakmanschap, 2021)	Administration, automatization & ICT, Construction, Electrotechnical, financial, HRM, Installation technical, juridical, logistics, Process industry, Healthcare (Werk en Vakmanschap, 2021)	Recruitment and selection, Secondment, Outsourcing, Coaching and support, educator, outplacement. (Werk en Vakmanschap, 2021)	84 (Werk en Vakmanschap, 2021)	Candidates looking for a job in the technical sector in the Netherlands. They have divisions in the education level. They offer BBL-jobs. Bol jobs for mbo and have a separate label for HBO and WO students.	Rijkswaterstaat KLM Erasmus hospital Tata steel (Werk en Vakmanschap, 2021)
Starr	1 (Brabant) (Starr, 2021)	Production, administration, sales. Construction and hospitality (Starr, 2021)	Outsourcing, Recruitment, and selection and payrolling (Starr, 2021)	2 (Starr, 2021)	Age category 50 + who are looking for a job in one of the focus sectors in Brabant (Starr, 2021)	BAM / Boskalis (Starr, 2021)
Young Capital	Brabant 16 and Zeeland 2 (Young Capital , 2021)	Government, Retail & leisure, Production and Logistics, Customer service, Hospitality, Banking, Web care (Young Capital , 2021)	Recruitment and selection, Outsourcing, Secondment (Young Capital , 2021)	1000 (Young Capital , 2021)	To help young people and young minded people find a job. We help students, starters, and young professionals to find their dream jobs, help students find internships and teens to find their first parttime job (Young Capital , 2021)	Aegon, Bleckman, Bol.com, Cool blue, DHL, Essent, Engie, KLM, Schneider electric, Shell, Unilever, Ziggo (Young Capital , 2021)

Table 3: Competitive overview of demographics Appendix

Appendix 5.2 Competitive overview psychographic CPM

Name	Vision	Priorities/Values	Differentiation
De Pooter	"We believe in shared responsibilities for work happiness and work hard to provide motivational and inspiring work placements" (De Pooter, 2021)	Helping people in the technical industry find their ambitions for their new job and help them navigate on the new labour market. (De Pooter, 2021)	De Pooter differentiates themselves from competitor through their focus on the technical market and the fields within this sector. Because of this they can offer a much more specialised advice and are they able to find the best match between candidates and companies. (De Pooter, 2021)
Pro-Industry	Fit of the candidate in the company, prevent early leavers (Pro-industry, 2021)	Evaluate position among candidates through improvements (Pro-industry, 2021)	Knowledge and broad candidate network, let other candidates help recruit new employees through referral (Pro-industry, 2021)
10-select	Help candidates find a way through trends in the market to find entries into the best companies (10 Select, 2021)	Have personal intakes with clients to make sure that they know what the candidate is looking for. (10 Select, 2021)	Knowledge of the market and their employees are familiar within this market as well (10 Select, 2021)
Techsharks	Find the right candidate that can take care of stable staffing (Techsharks, 2021)	Create added benefits and values with the skills of their employees (Techsharks, 2021)	Only offer personnel in the form of secondment either via projects or long-term secondment. (Techsharks, 2021)
Werktalent	Personal contact with candidates, "We help people, not numbers". Work through direct approaches and a no-nonsense approach. (Werktalent, 2021)	Expending services throughout The Netherlands so that they are approachable to all their customers, this improves their wish to have personal contact with their customers? Candidates. (Werktalent, 2021)	Even though it is a broadly focussed agency, they have multiple locations under ownership of partners. These partners each have their own focus sector. (Werktalent, 2021)
Technoselect	3 B's (better contact, better match, better support) Allowing the best support for the candidates in the way to their new job. (Technoselect, 2021)	Honest communication, allowing fair judgement. They will only bring parties in connection when they feel that there is a shared fit. (Technoselect, 2021)	By focussing on their 3 B's, they are striving towards the most personal intakes allow candidates to feel at ease and will help them to speak up about what they want. (Technoselect, 2021)

Tempo team	Help people to shape their careers and help companies to realise their target goals with innovative solutions (Tempo-team, 2021)	National and international network that allows candidates to contact their account manager any time, any day. With knowledge and their flexibility, they want to stay the market leader (Tempo-team, 2021)	Broadly focussed target groups that they can approach personally due to the size of the network and labels that allow specialisations (divisions in work fields within the company) (Tempo-team, 2021)
Randstad	However, the world may change they want to keep work connected with a person's happiness, offer personal attention to candidates to look for their dream job (Randstad, 2021)	Help candidates from all education levels find their new job with a personal approach. Either through guidance or the additional support of education (Randstad, 2021)	Big and broadly focussed agency with an array of services, yet they still have a personal approach since they have so many locations. Additionally, they help by offering educational courses and training.
Start-people	Start-people's biggest priority is to help everybody on the labour market who are looking for a job. All ages, all professions in all sectors. They try to shorten people's distance from the labour market. (Startpeople , 2021)	Let people grow by helping them find new and motivating jobs in inspirational companies. Additionally, they also offer additional trainings and courses to give people that extra boost in finding a new job (Startpeople , 2021)	Their services are off international level and therefore their site is also in English, German, Dutch, and Polish. This broadens their network and makes it easier to find candidates. (Startpeople , 2021)
Actief werkt	Work within close relation to the employers and employees to make sure that they know what the employer is asking for and that it is in line with the wishes of the candidate. (Actief werks, 2021)	Actief sees their services as part of the social role that they have in society and place high priorities on recruitment and selection activities to make sure that they find the right person for the right job (Actief werks, 2021)	The pleasure that their own people and the people that they outsource have at their work. They have been in the top 3 of best employers for a few years in a row. (Brand employment. (Actief werks, 2021)

Manpower	Manpower's vision is to be progressive in creating and delivering innovative workforce solutions and services. This is how they help their customers win in the changing world of work. (Manpower, 2021)	Support and respect candidates in their journey to find new work through recruitment and selection, coaching and training. Additionally, they help customers with their hunt for new employees and by offering their advice and expertise on HR cases. (Manpower, 2021)	They offer fixed or temporary jobs on secondment, outsourcing or direct hiring basis. With these services they can help a large group of candidates. (Manpower, 2021)
Nouvall	A flexible employee pool has become extremely important in the industrial sector. Employers need to be able to keep up with spontaneous increases in demand and slow periods. Nouvall offers personnel on project basis. This can be during a stop of the factory or seasonal pressure. (Nouvall, 2021)	Help employers to find jobs on project basis. It is important to listen to the wishes of the candidate. To find out if they want to work on multiple short projects or if they are more interested in long term projects. And help find candidates a new place id they are no longer happy with the job. (Nouvall, 2021)	Since they work on project basis, they can help their customers to find much needed temporary employee. Additionally, the employees will have the opportunity to look around at multiple employers and see where they would like to come back and were not. Additionally, it allows them to build up experience. (Nouvall, 2021)
Werk en Vakmanschap	The most important starting point is the constant concern for a flexible inflow, throughput, and outflow of skilled technical personnel. (Werk en Vakmanschap, 2021)	Help employees find the most fitting jobs, through specialisation and divisions of education level they can meet the whished of the employee and are they able to offer their customers new employees with the correct knowledge and expertise (Werk en Vakmanschap, 2021)	Since they work in connectivity with other institutions such as spectrum (recruiter of technical employees on Hbo and wo level and BBL educators they can build a strong network of young and highly knowledgeable candidates. (Werk en Vakmanschap, 2021)

Starr	<p>Starr goes the extra mile to get the right candidate at the right time at the best workplace.</p> <p>(Starr, 2021)</p>	<p>Help employees (50+) find a new job. Employees in this category often get rejected since they are approaching the age of retirement and many companies do not want to make that extra investment of money and time for a short period of time. However, this group can offer more experience than younger categories and are able to work independently on difficult problems and know what works and what does not.</p> <p>(Starr, 2021)</p>	<p>By focussing themselves on the category 50+ they are specialising on a difficult category. Yet this category has the most experience and knowledge to offer. This is something that a lot of employers in the technical and industrial sector see as highly valuable.</p> <p>(Starr, 2021)</p>
Young Capital	<p>Just do it, that still characterises our company. Thanks to this mentality, StudentenWerk grew into Young Capital: a recruitment agency employing more than 16,000 candidates every day. We have the largest youth database in Europe and are better found online than any other Dutch temporary employment agency.</p> <p>(Young Capital , 2021)</p>	<p>Help young professionals and starters find their way around in the labour market.</p> <p>(Young Capital , 2021)</p>	<p>They differentiate themselves in the sense that they are focussed on younger people and help them to find starter positions, internships, and student jobs. This target market often does not have a lot of experience yet and easily get lost and do not know what to look out for.</p> <p>(Young Capital , 2021)</p>

Table 4: Competitive overview of psychographics

Appendix 6 Weight score reasoning

Highest weighted KSF	Critical Success Factor (KSF)	reasoning behind weight
1	Differentiation	The research was executed to find out how de Pooter can differentiate themselves from the competitor. Therefore, the most important KSF is differentiation. This KSF explains what kind of differentiation that their competition uses and how threatening this is for De Pooter
2	Sector	The sector that in which the competition operates is of high importance since it will show us if they are indirect or direct competition. If the competition is broadly focused, they form less of a threat than when they are focussing on the same sector as De Pooter.
3, 4 & 5	Service Target group region	The KFS's: service, target group and region is of similar importance. When the competition offers similar services, targets the same group of candidates and if they have vacancies in the same regions as De Pooter, they are a strong form of competition.
6	Customers	The more customers (employers) the competition shares with De Pooter, the more threatening that they are. If they share many customers than it will be more difficult for De Pooter to use their customers as a competitive advantage.

Table 5: score reasoning

Appendix 7 Score chart of CPM

Competitive Profile Matrix (CPM)											
		De Pooter		Pro-Industry		10-select		Techsharks		Werktalent	
Critical Success Factor (KSF)	Weight	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score
Region	0,1	4	0,4	4	0,4	1	0,1	4	0,4	2	0,2
Sector	0,2	4	0,8	4	0,8	3	0,6	4	0,8	1	0,2
Service	0,1	4	0,4	4	0,4	3	0,3	3	0,3	2	0,2
N° of employees	0,05	4	0,2	1	0,05	1	0,05	4	0,2	2	0,1
Target group	0,1	4	0,4	4	0,4	4	0,4	4	0,4	1	0,1
Customers	0,08	4	0,32	3	0,24	1	0,08	1	0,08	1	0,08
Vision	0,04	4	0,16	2	0,08	0,25	0,01	2	0,08	1	0,04
Priorities/values	0,03	4	0,12	3	0,09	0,25	0,008	2	0,06	0,5	0,015
Differentiation	0,3	4	1,2	0,5	0,15	0,5	0,15	0,5	0,15	0,5	0,15
TOTAL Score	1		4		2,61		1,698		2,47		1,085

Competitive Profile Matrix (CPM)

		Technoselect		Randstad		Tempo-team		Start-people		Actief werkt	
Critical Success Factor (KSF)	Weight	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score
Region	0,1	2	0,2	3	0,3	3	0,3	3	0,3	1	0,1
Sector	0,2	3	0,6	1	0,2	1	0,2	1	0,2	3	0,6
Service	0,1	4	0,4	4	0,4	4	0,4	4	0,4	4	0,4
N° of employees	0,05	1	0,05	3	0,15	1	0,05	1	0,05	2	0,1
Target group	0,1	4	0,4	1	0,1	1	0,1	0,5	0,05	3	0,3
Customers	0,08	1	0,08	0,5	0,04	1	0,08	0,5	0,04	1	0,08
Vision	0,04	1	0,04	0,5	0,02	1	0,04	0,5	0,02	1	0,04
Priorities/values	0,03	1	0,03	0,5	0,02	0,5	0,015	0,5	0,02	0,5	0,015
Differentiation	0,3	1	0,3	0,5	0,15	0,5	0,15	0,5	0,15	1	0,3
TOTAL Score	1		2,1		1,38		1,335		1,23		1,935

Competitive Profile Matrix (CPM)

		Manpower		Nouvall		Werk en Vakmanschap		Starr		Young Capital	
Critical Success Factor (KSF)	Weight	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score
Region	0,1	4	0,4	2	0,2	2	0,2	1	0,1	3	0,3
Sector	0,2	3	0,6	4	0,8	4	0,8	1	0,2	1	0,2
Service	0,1	3	0,3	3	0,3	4	0,4	1	0,1	4	0,4
N° of employees	0,05	3	0,15	1	0,05	1	0,05	1	0,05	1	0,05
Target group	0,1	3	0,3	4	0,4	4	0,4	1	0,1	1	0,1
Customers	0,08	1	0,08	4	0,32	1	0,08	1	0,08	1	0,08
Vision	0,04	1	0,04	3	0,12	1	0,04	1	0,04	1	0,04
Priorities/values	0,03	1	0,03	3	0,09	1	0,03	0,5	0,02	1	0,03
Differentiation	0,3	1	0,3	1	0,3	1	0,3	0,5	0,15	0,5	0,15
TOTAL Score	1		2,2		2,58		2,3		0,84		1,35

Table 6: Scoring chart of top 5 competitors

Appendix 8 SWOT

De Pooter

De Pooter	INTERNAL FACTORS		INTERNAL FACTORS
	STRENGTHS (+)		WEAKNESSES (-)
1	Big talent pool in Zeeland and expertise of candidates and functions in the region and sector	1	Lack of competitive and market overview
2	Personal contact with customers and candidates	2	Limited to regional focus in comparison to many competitors who operate on national level
3	De Pooter Academy (internal process Technician education Mbo3)	3	Internal transformation (means that not all new processes are fully operational yet)
4	Broad network of customers in Zeeland	4	Lack of Brand awareness in Brabant
5	Personal contact with customers and candidates	5	
6	Specialisation of accounts per company/sector	6	
	EXTERNAL FACTORS		EXTERNAL FACTORS
	OPPORTUNITIES (+)		THREATS (-)
1	Establishment of USPs to differentiate from the competition	1	Shortage in technical employees
2	The shortage in technical employees leads to more loyal customers	2	Negative image of recruitment agencies and unfamiliarity around secondment
3	Increasing demand secondment services	3	Competition that is operating on a national level
4		4	Highly competitive market
5		5	

Table 7: SWOT De Pooter

Pro-industry

Pro-industry	INTERNAL FACTORS		INTERNAL FACTORS	1
	STRENGTHS (+)		WEAKNESSES (-)	
1	Market leader in process industry	1	Multiple communication lines because of collaborations with other companies	
2	Specific market (expertise)	2	Very specific sector (process industry)	
3	Physical offices throughout the Netherlands (18)	3	No internal sourcing and selection activities	
4	Pro Academy (process Technicians A,B,C)	4		
5	Focus on local markets	5		
6	Secondment and fixed contract basis	6		
	EXTERNAL FACTORS		EXTERNAL FACTORS	
	OPPORTUNITIES (+)		THREATS (-)	
1	Increasing demand for employees in the process industry (operators)	1	Shortage of technical employees (process)	
2	Companies are starting to demand secondment services	2	Negative image of recruitment agencies	
3	Demand from other regions	3	Other competitors that offer their services in multiple sectors	
4		4	Highly competitive market	
5		5		

Table 8: SWOT Pro-industry

Nouvall

Nouvall	INTERNAL FACTORS		INTERNAL FACTORS	2
	STRENGTHS (+)		WEAKNESSES (-)	
1	Image (because of naming and branding it does not come off as a temporary placement agency)	1	Focus on construction and technical market affects the specialisation	
2	Internal training of recruiters	2	Strong focus on project based activities. Limited offer in contract forms for the employees.	
3	Physical offices in Goes, Terneuzen and Antwerp	3	No academy or other traject for flex workers	
4		4		
5		5		
6		6		
7		7		
	EXTERNAL FACTORS		EXTERNAL FACTORS	
	OPPORTUNITIES (+)		THREATS (-)	
1	Increasing demand in technical and constructional employees	1	Shortage in technical and constructional employees	
2	With physical offices in Antwerp, they are able to take on that market as well and have the opportunities to expand	2	Highly competitive market	
3	Increasing demand for temporary workers, project based worker	3	Other agencies that are offering a broader focus sector	
4		4		

Table 9: SWOT Nouvall

Sharktech

Sharktech	INTERNAL FACTORS		INTERNAL FACTORS	3
	STRENGTHS (+)		WEAKNESSES (-)	
1	Focus groups in the team (consultants are focussed on one industry and have a high level of expertise)	1	No physical offices in Zeeland	
2	Broad offer of contract forms (fulltime, parttime, project based)	2	Pricing (pricier than other competitors in the market (for customers))	
3	"The Hunt" referral program for projects and new candidates	3	Limited expertise in the companies and vacancies in Zeeland	
4	Big diversity in assignments in the production and process industry	4		
5	VIP candidates (top employees that they recommend)	5		
6	Strong employer benefits such as a company car	6		
7	Strong image and positioning	7		
	EXTERNAL FACTORS		EXTERNAL FACTORS	
	OPPORTUNITIES (+)		THREATS (-)	
1	Attract new employees through internal referral program, makes it easier to find new employers	1	Shortage in technical employees	
2	Increasing demand for temporary workers, project based workers	2	Other agencies that are offering a broader focus sector	
3	Increasing demand in technical and constructional employees	3	Negative image of recruitment agencies	
4		4		

Table 10: SWOT Sharktech

Werk & Vakmanschap

W&V	INTERNAL FACTORS		INTERNAL FACTORS 4
	STRENGTHS (+)		
1	Development of own "talentmeter" to measure the capabilities of candidates	1	Relatively broad focus vacancies in the Industrial sector such as administrative/IT, thus leading to lack in expertise
2	Spectrim" is a Part of the company that is focussed on the recruitment of graduates Mbo and Hbo	2	No specialisation of accounts per sector
3	National collaboration of industrial employers (part of a Branche group, therefore it is easier for them to approach customers)	3	Limited offer of contract forms
4	local approach even though they are a national organisation	4	
5	Work & learn college	5	
EXTERNAL FACTORS		EXTERNAL FACTORS	
OPPORTUNITIES (+)		THREATS (-)	
1	Increasing demand in technical and constructional employees	1	Other agencies that offer more services such as secondment
2	Increasing demand for temporary workers, project based workers	2	competition of other agencies with more expertise regarding the technical market
3	create focus groups in the company to offer a higher level of expertise since they are broadly focussed	3	Negative image of recruitment agencies

Table 11: SWOT Werk en Vakmanschap

Manpower

Manpower	INTERNAL FACTORS		INTERNAL FACTORS 5
	STRENGTHS (+)		
1	Academy "my path" that offers internal training, assessments, e-learning and education courses	1	Image towards the candidate is less specialised/personal since they are a bigger agencies and also have their focus on other sectors
2	Expertise in temporary employment and seasonal peaks	2	Limited offer in industrial vacancies. Most vacancies are for office jobs of the industry (administration) So not on the actual workflow in the factory.
3	Physical offices in Zeeland and Brabant	3	Specialised in vacancies outside of industrial sector, limits the expertise
4	Offer varying contract forms	4	Low offer in fixed contract vacancies
5	Highly valued employer satisfaction by helping the candidate achieve their goals	5	Competition with cheap prices, therefore their image concerning customer appreciation is not as good as others
EXTERNAL FACTORS		EXTERNAL FACTORS	
OPPORTUNITIES (+)		THREATS (-)	
1	High level of brand awareness	1	Specialised agencies with more expertise
2	They already have good online presence, a company from their size can easily create an app to improve their reach (improve Customer experience)	2	Negative image of recruitment agencies
3	Ability to fall back on other sectors if the shortage in technical employees continues	3	Highly competitive market
4		4	Shortage of technical employees
5		5	

Table 12: SWOT Manpower

Appendix 9 Confrontation matrix

De Pooter

		Opportunities		Threats			
		Opp 1.	Opp 2.	Opp 3.	Threat 1.	Threat 2.	Threat 3.
De Pooter		Opp 1.	Opp 2.	Opp 3.	Threat 1.	Threat 2.	Threat 3.
Strengths	Strength 1.	1	2	3	1	2	3
	Strength 2.	1	2	3	2	1	3
	Strength 3.	3	1	2	1	2	3
	Weakness 1.	1	2	3	2	3	1
	Weakness 2.	1	3	2	2	3	1
	Weakness 3.	1	3	2	3	1	2

Table 13: Confrontation Matrix De Pooter

Pro-industry

		Opportunities			Threats		
		Opp 1.	Opp 2.	Opp 3.	Threat 1.	Threat 2.	Threat 3.
Pro-industry		Opp 1.	Opp 2.	Opp 3.	Threat 1.	Threat 2.	Threat 3.
Strengths	Strength 1.	3	2	1	1	3	2
	Strength 2.	1	2	3	2	3	1
	Strength 3.	2	3	1	2	3	1
	Weakness 1.	1	2	3	3	1	2
	Weakness 2.	2	1	3	2	3	1
	Weakness 3.	2	1	3	1	2	1

Table 14: Confrontation Matrix Pro-industry

Nouvall

		Opportunities		Threats			
		Opp 1.	Opp 2.	Opp 3.	Threat 1.	Threat 2.	Threat 3.
Nouvall		Opp 1.	Opp 2.	Opp 3.	Threat 1.	Threat 2.	Threat 3.
Strengths	Strength 1.	2	3	1	3	2	1
	Strength 2.	2	1	3	3	1	2
	Strength 3.	2	1	3	3	1	2
	Weakness 1.	1	3	2	3	1	2
	Weakness 2.	2	3	1	3	2	1
	Weakness 3.	1	3	2	3	1	2

Table 15: Confrontation Matrix Nouvall

Techshark

		Opportunities			Threats		
		Opp 1.	Opp 2.	Opp 3.	Threat 1.	Threat 2.	Threat 3.
Techsharks		Opp 1.	Opp 2.	Opp 3.	Threat 1.	Threat 2.	Threat 3.
Strengths	Strength 1.	3	1	2	2	1	3
	Strength 2.	3	1	2	3	2	1
	Strength 3.	1	2	3	1	2	3
	Weakness 1.	1	3	2	3	2	1
	Weakness 2.	3	1	2	3	2	1
	Weakness 3.	1	2	3	3	1	2

Table 16: Confrontation Matrix Techshark

Werk & Vakmanschap

		Opportunities		Threats			
		Opp 1.	Opp 2.	Opp 3.	Threat 1.	Threat 2.	Threat 3.
W&V		Opp 1.	Opp 2.	Opp 3.	Threat 1.	Threat 2.	Threat 3.
Strengths	Strength 1.	1	2	3	2	1	3
	Strength 2.	1	2	3	2	1	3
	Strength 3.	3	2	1	3	2	1
	Weakness 1.	3	2	1	2	1	3
	Weakness 2.	3	2	1	2	1	3
	Weakness 3.	2	1	3	2	3	1

Table 17: Confrontation Matrix W&V

Manpower

		Opportunities			Threats		
		Opp 1.	Opp 2.	Opp 3.	Threat 1.	Threat 2.	Threat 3.
Manpower		Opp 1.	Opp 2.	Opp 3.	Threat 1.	Threat 2.	Threat 3.
Strengths	Strength 1.	1	2	3	3	2	1
	Strength 2.	2	3	1	1	2	3
	Strength 3.	1	2	3	3	2	1
	Weakness 1.	3	2	1	3	1	2
	Weakness 2.	3	2	1	1	3	2
	Weakness 3.	3	2	1	1	3	2

Table 18: Confrontation Matrix Manpower

Appendix 10 Analysis of SWOT and confrontation matrix

Direct competitors	Competitive KFS's	Non-competition KSF's
1. Pro-industry	+ Many vacancies in both target regions of De Pooter + Offer similar services (secondment/recruitment) +Target the same candidates + Same target group for the Academy (process operators)	-Only focus on the process industry (just one of De Pooters sectors)
2. Nouvall	+ Image With the naming and branding they are not really seen as a flex work agency + A lot of vacancies in Zeeland + Physical stores in Zeeland and Belgium	-Main focus are projects, not everyone is interested in this type of work -Broader target market (industry and construction, so less specialised)
3. Techsharks	+ Same target group + Referral program (Reward) +Same services +National talent pool	-No physical stores in Zeeland -limited vacancies in Zeeland -Much more project focussed
4. Werk en vakmanschap	+Specialised group of consultants for graduating technical employees + National collaboration with technical employers + Created own 'talent meter'	-No physical stores in Zeeland -Broad target group and sector focus -Limited vacancies in Zeeland
5. Manpower	+ Physical stores in Zeeland +Academy	-Much broader target/sectors -Limited expertise in technical sector -limited talent pool of technical candidates

Table 19: Swot summary of USP's

Appendix 11 Focus group transcription summary

Location: online via Zoom

Present:

Role	age	residence	Function	Employer
De Pooter (DP)				
De Pooter (DP)				
De Pooter (DP)				
De Pooter (DP)				
Participant 1	20	Terneuzen	Student	
Participant 2	30	Terneuzen		Dow
Participant 3	42	Hoek		Dow
Participant 4	44	Hulst	Operator	Yara
Participant 5	23	Hulst	operator	Yara

Table 20: Overview of focus group participants

Transcription summary

The focus of this interview was to gauge the opinion of current candidate concerning the changes that De Pooter will implement with the execution of De Pooter 4.0 (change towards a secondment agency). Additionally, the interview gives more insight in the USP's that De Pooter can use.

Intro

Image regarding temporary work

Within the panel, the thoughts around temp work are diverse. The panel participants with more experience see temp work as a good solution for job seekers who are not quite sure what they want and how they can achieve this. They also agree that it makes switching employers much easier. If you work somewhere, you really do not like, the threshold is much lower to choose to continue looking. In addition, they have learned through their experience that temporary work is not only an option for gaining experience and looking around the job market. But it also gives much more security than many people initially expect. The younger panel members who do not have much experience with temporary work note that for them, temporary work has a somewhat negative image. They indicate that this is partly due to stories from others and the ignorance of what temporary work exactly entails. Many people still see temporary work as a temporary solution, without stability and opportunities to grow. They are afraid of not really being part of a company and of being on a kicking seat. After an explanation of how temporary work works and how De Pooter carries it out, the younger candidates were also surprised at the security and opportunities that temporary work can offer them. In addition, they were also unaware that many companies themselves come up with the initiative to work through a temporary employment agency.

Input and discussion "Maslow pyramid"

After presenting the various benefits of working through De Pooter using the Maslow pyramid, we asked all panel members to give their input on this. Something the panel members stumbled over was the idea of "loose but also permanent work". This gives the impression that there is still some uncertainty. Because of this, many people would still be hesitant to choose temporary work. Also, because many temp jobs are focused on shorter projects of a year or 2. The panellists indicated that in their opinion these kinds of projects are more interesting for young people because this way they still have the chance to look around, try things out and gain a lot of experience. But as you get older, this interest is no longer present for everyone. The older panellists therefore indicated that they attach more value to stability. Because De Pooter puts the choice with the employees, they can decide for themselves whether they still want to job hop or whether they are looking for a long-term job. All the panellists were happy about this because it made them realize that they could make some wishes. Because of the scarcity in the labour market, there is also room for De Pooter to negotiate these wishes with the employers. The most frequently mentioned factor from the pyramid was the knowledge network. All panellists saw this as a valuable addition because it provides opportunities for employer and employee. By building a community it is easier to exchange knowledge, but also for employees to learn more about other employers.

Would the panellists recommend this concept of De Pooter?

The panellists all indicated that they would recommend it to others. The emphasis was on the fact that not everyone is the right person for this way of working, so that this needs to be looked at carefully. But apart from this, the panellists are enthusiastic about the possibilities and security it offers and the help and support that takes place during the entire process. In addition, one of the panellists said that from their own experience "the terms and conditions of employment at De Pooter are always good, they pay on time, and it is never difficult".

Additions from the panellists.

The panellists indicated that they thought the set-up was very good, and the use of the Maslow pyramid was also well received. They again mentioned the value they attached to the knowledge network and came back to the image of temporary work. This revealed that it indeed carries with it the wrong impression for many people and that it is therefore important that more information about this should appear. In response to the image, the idea was also given to give it a separate department/name/etc. so that it is clear to people that they are not dealing with the old-fashioned concept of temporary work. In addition, it was also discussed that the point about "you are the saviour of the future" on the Maslow pyramid is not so alive among the panellists. This is seen more as talk among management, but the employees themselves do not place much value on it.

Conclusion

We can conclude from this panel that the panellists were very enthusiastic about the points that were presented, and they certainly see potential in the approach. The biggest discussion points that came up, were almost all due to a piece of ignorance among the panellists which also shows us, that not everyone is up to date with the meaning of temporary employment / secondment. And this is certainly a point of attention. Another point that was agreed upon by everyone is the added value of the knowledge network. By doing this you enrich the knowledge among employees, which also has value for the employer, and you give the employee the chance to know more about other employees and what the advantages are of companies. It is also important to keep in mind the target audience. Most panellists indicated that job hopping is something that really resonates more with the younger ones and that the older employees are far from being keen on it.

Appendix 12 Survey results

Question 1: What motivates you most to work?

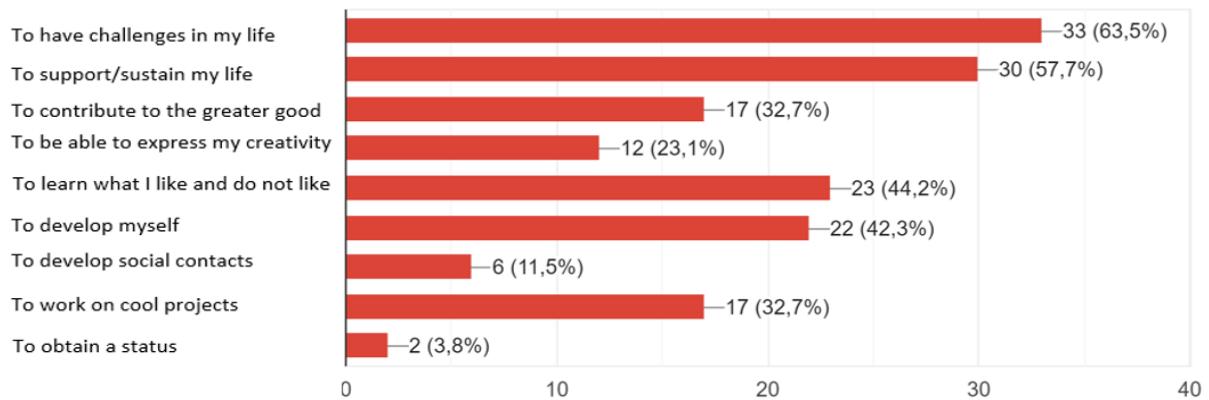


Figure 4: Survey question 1

The graph above shows us what our respondents see as the biggest motivational factors to be active on the labour market. It shows what motivates them to work and what they find most important. This question offers multiple choice prompted answers and gives the respondent the option to fill in an own answer as the option “other”

Question 2: What is the most motivating factor of your work?

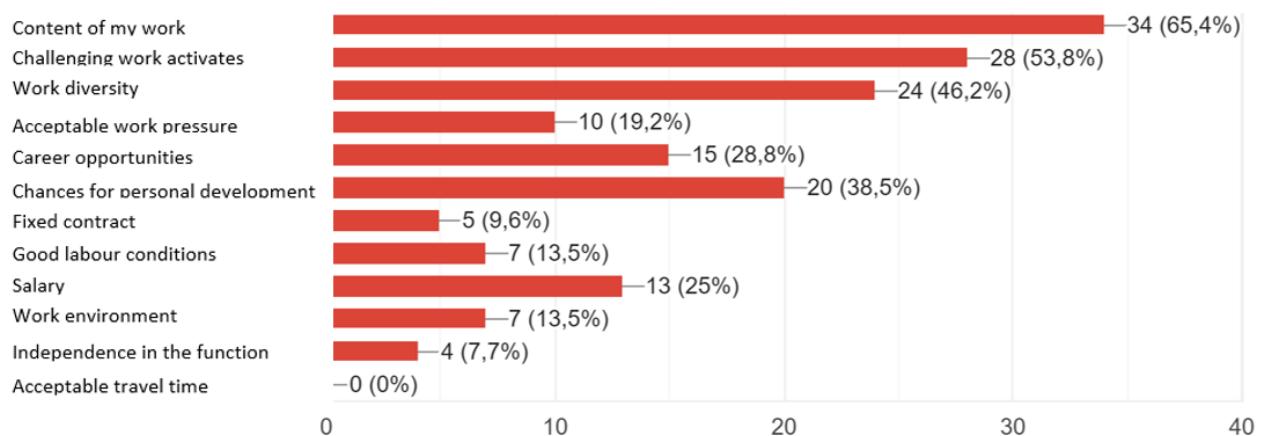


Figure 5: Survey question 2

The graph above shows us what our respondents see as the biggest motivational factors in their work activities. It shows us what they base their career choices on. This question offers multiple choice prompted answers and gives the respondent the option to fill in an own answer as the option “other”

Question 3: What about your work makes you happy?

Acceptable travel time

Fun colleagues

Diversity of tasks

The discovery of knowledge

To receive acknowledgement for my work and the level of the work and the contacts with contractors together with the organisation of projects.

Figure 6: Survey question 3

The question above taught us more about what makes our respondents happy at work. This is an open question. Above you can find a selection of the most frequent answers derived from the results. (52 respondents).

Question 3: Thematic coding	
Theme:	Response count: (total: 52)
Challenging work activities	10
Work environment and Colleagues	10
Diversity in tasks	18
Personal growth that can be achieved	10
Workflow/Planning/organisation	5

Table 21: Thematic coding question 3

Thematic coding was used, to analyse this the responses were categorised according to the themes above and counted as such to formulate a concluding answer for the open-ended questions.

Question 4: What about your work makes you unhappy?

Repetitive work

High work pressure

Unrealistic expectations

Colleagues that are not intrinsically motivated

Lack of knowledge among managers, or managers who are not involved with the lives of their employees

Figure 7: Survey question 4

The question above taught us more about what makes our respondents unhappy at work. This is an open question. Above you can find a selection of the most frequent answers derived from the results. (52 respondents).

Question 4: Thematic coding	
Theme:	Response count: (total: 52)
Lack of diversity in work activities	10
No personal growth	15
Bad environment	6
Bad planning	13
Lack of acknowledgment from managers/colleagues	8

Table 22: Thematic coding question 4

Thematic coding was used, to analyse this the responses were categorised according to the themes above and counted as such to formulate a concluding answer for the open-ended questions.

Question 5: What do you currently miss in your work or would like to see changed?

- More diversity
- Pension
- Unrealistic expectations
- A company that works according to their promises
- Higher salary

Figure 8: Survey question 5

The results above show us what our respondents currently miss in their work or what they would like to see changed. This is an open question. Above you can find a selection of the most frequent answers derived from the results. (52 respondents).

Question 5: Thematic coding	
Theme:	Response count: (total: 52)
More diversity in activities	17
Chances of growth	19
Better labour conditions	5
Better communication with management	11

Table 23: Thematic coding question 5

Thematic coding was used, to analyse this the responses were categorised according to the themes above and counted as such to formulate a concluding answer for the open-ended questions.

Question 6: What type of contract would you like in this phase of your life



Figure 9: Question 6

The results above show us what kind of contract our respondents prefer. We can see that most of them prefer the second contract form. This is a prompted question that uses the different contract forms as prompted questions. (52 respondents).

Question 7: How important is it to develop yourself (ex. Courses)

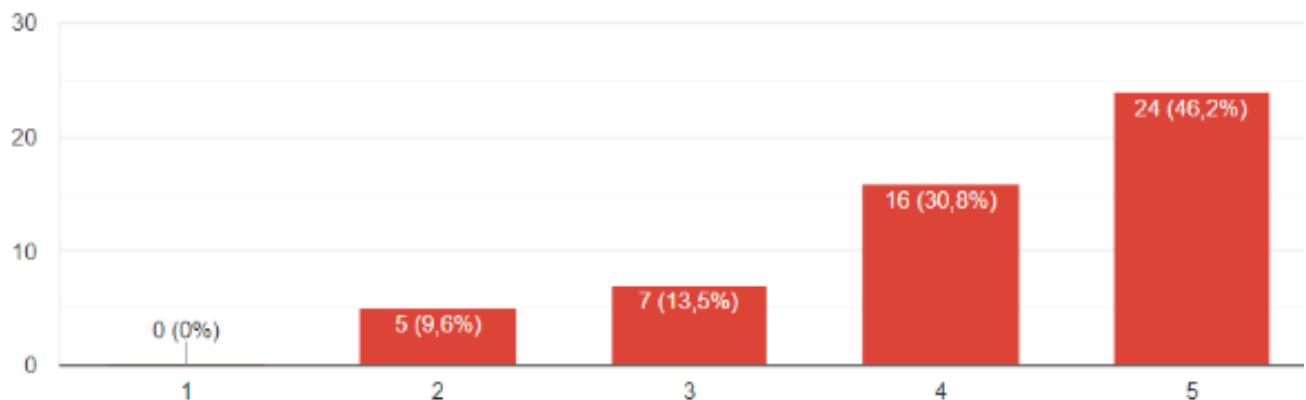


Figure 10: Survey question 7

The graph above shows us how important the respondents perceive personal growth to be. Respondents could score from 1(not important) to 5 (important). (52 respondents)

Question 8: What is the ideal period to be employed at 1 employer

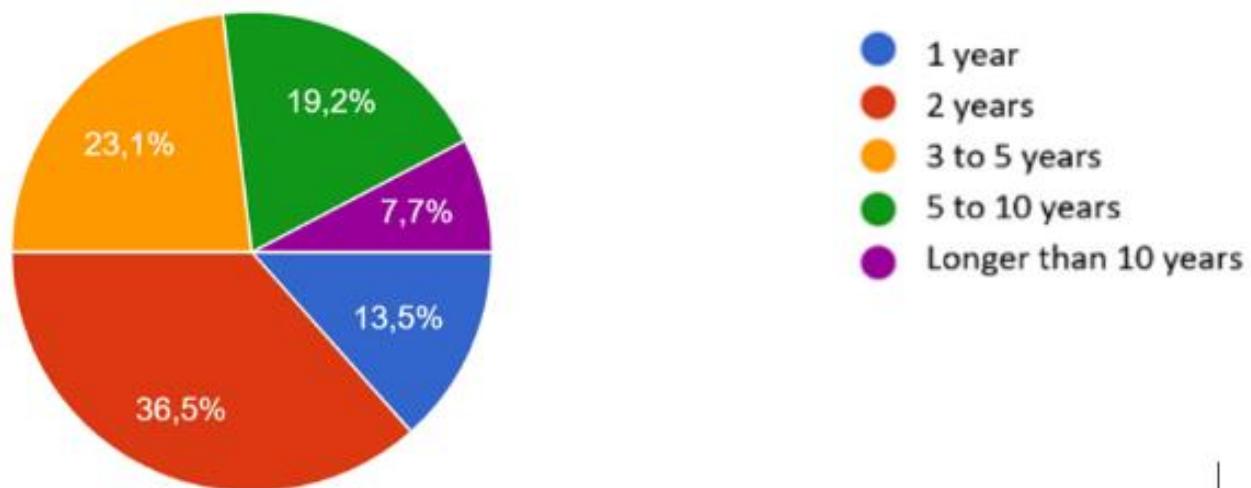


Figure 11 Survey question 8

In this question the respondents had the opportunity to choose the duration of their ideal minimum period at one employer. This gives us an indication if they are interested in long term employment or short term that often includes secondment or projects. (52 respondents)

Question 9: Do you currently have a flex job, or do you have experience with flex jobs

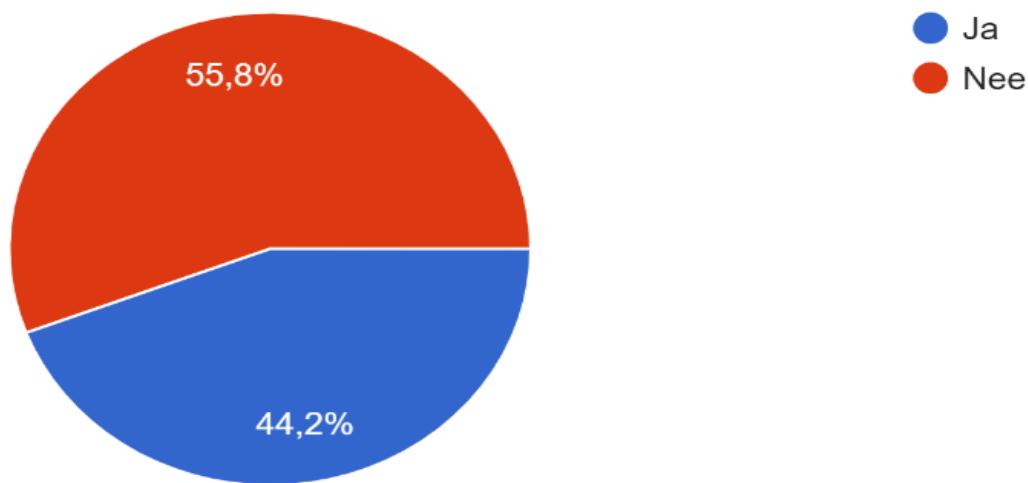


Figure 12 Survey question 9

This question gives us an indication of the respondents with experience in flex work. If this question was answered with yes, the candidate was directed to question 11. If they answered no they were directed to question 10 (52 respondents).

Question 10: What is your perception of flex work?

I often hear from others that you lack control over your own work

I think it involves a lot of traveling and changing of employees

A step towards career customization by providing employees with flexibility to fit their job responsibilities into their individual schedules

A lot of uncertainty and changes

Figure 13: Survey question 10

This question gave an overview of the perception of the respondents without experience in flex work. This is an open question. Above you can find a selection of the most frequent answers derived from the results. (29 respondents).

Question 10: Thematic coding	
Theme:	Response count: (total: 29)
Insecurity	10
Diversity in tasks & flexibility	5
Lack of development in the company	5
Lack of connection with company and team	3

Table 24: Thematic coding question 10

Thematic coding was used, to analyse this the responses were categorised according to the themes above and counted as such to formulate a concluding answer for the open-ended questions.

Question 11: Did you consciously choose a flexible job?

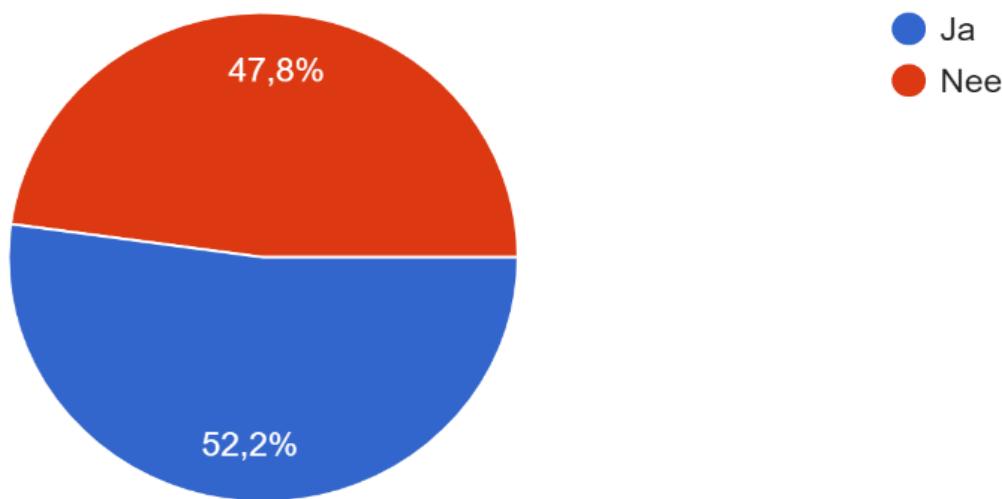


Figure 14: Survey question 11

This question gave insight if the people who responded that they did have experience with flex work chose this form of work voluntarily or not. (23 respondents)

Question 12: What do you like most about flex work and what do you like the least

Pension accrual

You can gain experience at different employers, but you build nor relationship with employers

You can easily change employers, but there is no assurance that the contract will become fixed.

Figure 15: Survey question 12

This question gave more insight in the experience (bad and good) of the people with experience in flex work. This is an open question. Above you can find a selection of the most frequent answers derived from the results (23 respondents).

Question 12: Thematic coding	
Theme:	Response count: (total: 23)
Insecurity	10
Diversity in tasks & flexibility	11
Lack of connection with company and team	2

Table 25: Thematic coding question 12

Question 13: How can a employment agency be beneficial for you?

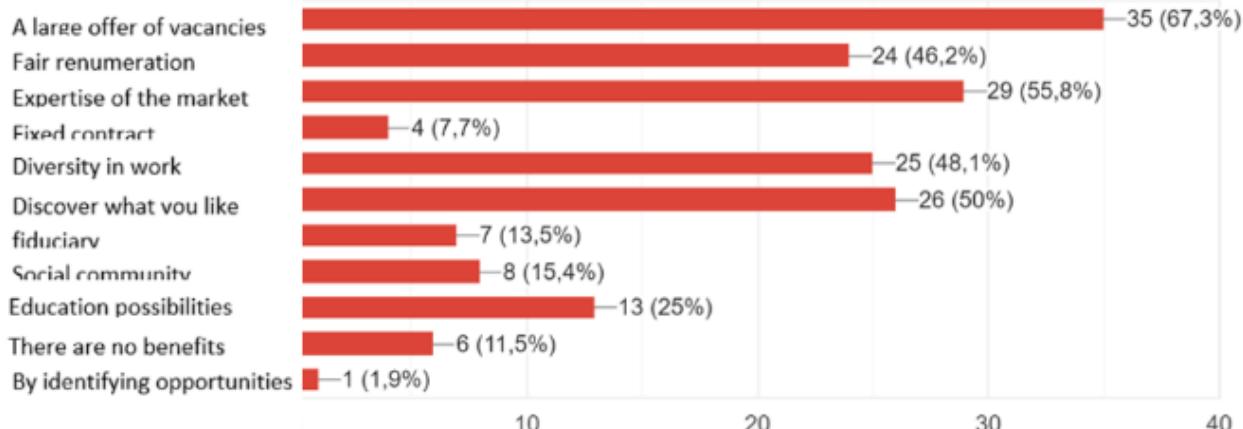


Figure 16: Survey question 13

This question showed us what people perceive to be the greatest added value that an agency can give them. This question offers multiple choice prompted answers and gives the respondent the option to fill in an own answer as the option “other” (52 respondents).

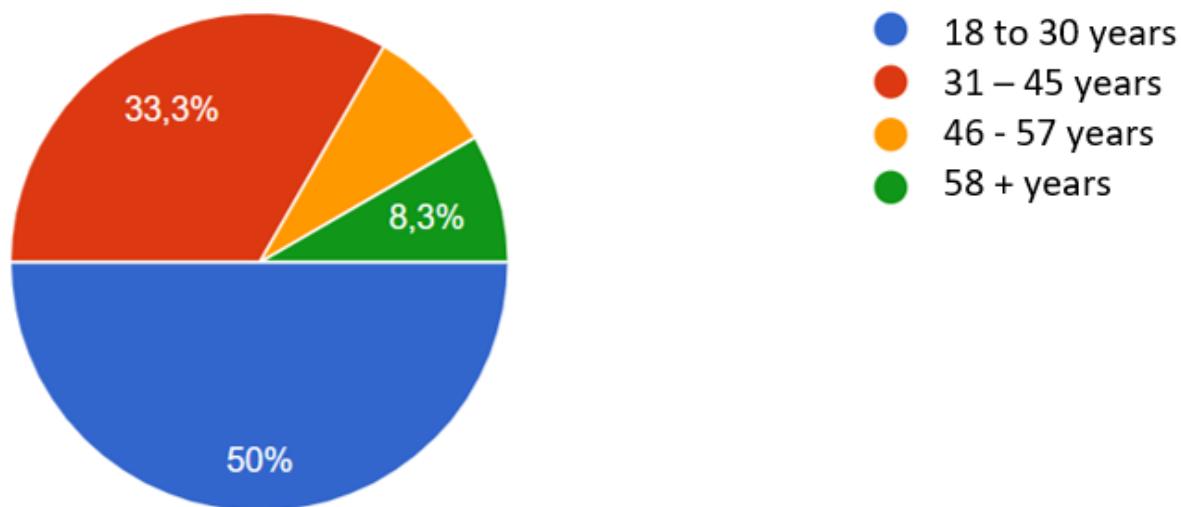
Question 14: which age category are you?

Figure 17: Survey question 14

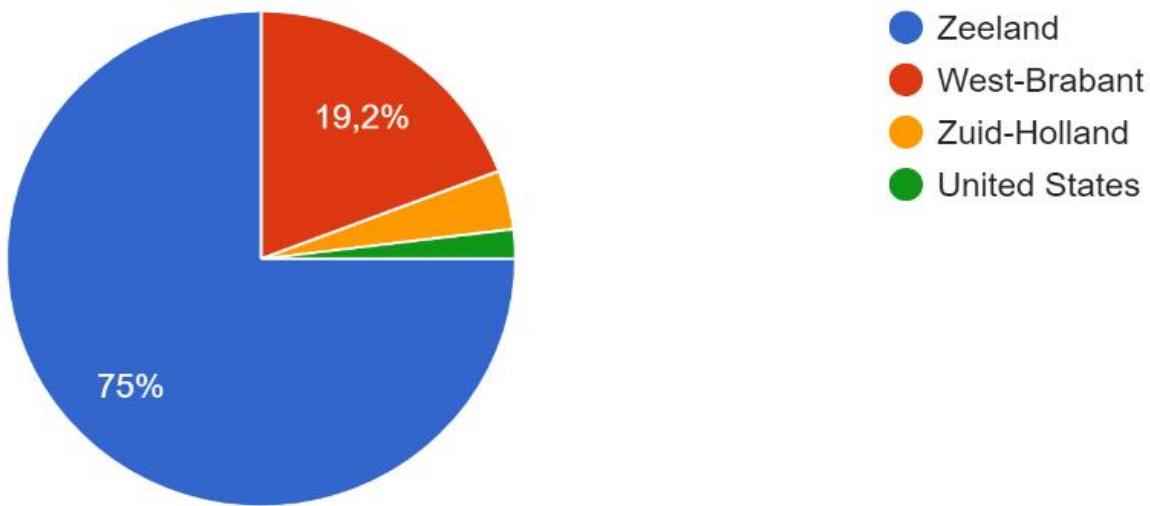
Question 15: which region are you from?

Figure 18: Survey question 15